

Westford, Massachusetts

2005



Annual Report

Cover: Rendering of East Boston Camps by William Harman.  
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# TOWN OF WESTFORD MASSACHUSETTS

## Annual Report

For the year ending December 31, 2005

Annual Town Election  
Tuesday, May 3, 2005

Annual Town Meeting  
Saturday, May 7, 2005



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## Dedication



With Special Thanks to Ken Tebbetts

For the past decade, Ken Tebbetts has worked tirelessly to preserve Westford's history, protect its historical resources and enhance its community character. He chaired the Westford Historical Commission for eight of the ten years he was a member, leading the Commission as it persisted in its efforts to ensure that Westford retains the unique qualities that make it such a remarkable place to live.

Ken was an active member of the Westford Historical Society (serving as its president for six years), the Master Plan Implementation Committee and the Community Preservation Committee, and he co-chaired the 275th Anniversary Celebration Committee. He grew up in Graniteville, and the enthusiasm and commitment he brought to all his community work reflect his deep love of Westford and its history. Ken moved from town in the fall of 2005.



## In Memoriam



Francis Mulligan  
1926 - 2005

The Westford Fire Department and the Town of Westford lost a good friend with the passing of Francis Mulligan in 2005.

Frank was a lifelong resident of Forge Village and a devoted family man. A veteran of both World War II and the Korean War, his strongest commitment was to community service.

He was a dedicated member of the Westford Fire Department and actively served as a member of Company 3 Forge Village, where he advanced through the ranks to Deputy Chief. Frank was also the town's Emergency Management Director from 1983-1998.

*Special thanks to Cindy Kahrs and Linda Newhard  
for the countless hours they spent formatting this report.*

**CITIZEN ACTIVITY APPLICATION FORM**  
**Town of Westford**

*GOOD GOVERNMENT STARTS WITH YOU*

If you are interested in serving on a Town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at [www.westford-ma.gov](http://www.westford-ma.gov). All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

Home Telephone \_\_\_\_\_ Email: \_\_\_\_\_

Amount of Time Available \_\_\_\_\_

Interest in What Town Committee \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Present Occupation \_\_\_\_\_

Education Background \_\_\_\_\_

\_\_\_\_\_

Town Offices Held \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Volunteer Positions \_\_\_\_\_

\_\_\_\_\_

Remarks \_\_\_\_\_



# TABLE OF CONTENTS

## Town Officers and Committees

Elected Officials.....	1
Appointed Boards and Committees .....	3
General Meeting Times for Boards and Committees .....	14

## Elections

Town Election: May 3, 2005 .....	15
----------------------------------	----

## Town Meetings

Special Town Meeting: February 7, 2005.....	18
Annual Town Meeting: May 7, 2005.....	20
Special Town Meeting: October 17, 2005 .....	48

## Boards, Committees and Departments

Board of Selectmen.....	59
Town Manager.....	61
Affordable Housing Committee.....	63
Animal Control Department .....	65
Assessors, Board of.....	66
Building Department.....	68
Cemetery Commission.....	69
Communications Advisory Committee .....	71
Community Preservation Committee.....	73
Conservation Commission .....	77
Council on Aging.....	82
Cultural Council.....	86
East Boston Camps Master Plan Committee .....	87
Emergency Management .....	89
Engineering.....	90
Finance Committee .....	91
Finance Department .....	93
Fire Department .....	112
GIS (Geographic Information Systems) Department .....	118
Health, Board of.....	119
Highway Department.....	125
Highway Garage Building Committee.....	128
Historical Commission.....	131
Housing Authority .....	134
Library, J.V. Fletcher.....	136
Mosquito Control Project, Central Massachusetts.....	143
Northern Middlesex Council of Governments.....	146

Parkerville Schoolhouse Committee.....	148
Parks and Recreation.....	149
Permanent School Building Committee.....	151
Permanent Town Building Committee .....	152
Planning Board.....	153
Police Department.....	156
Records and Archives Management Committee.....	160
Recycling Commission .....	161
Roudenbush Community Center.....	163
Schools	
Nashoba Valley Technical High School .....	165
Westford Public Schools.....	167
Senior Center Needs Committee.....	202
Town Clerk .....	203
Tree Warden.....	210
Veterans Services.....	211
Water Department .....	212
Zoning Board of Appeals.....	215
INDEX .....	217
Directory of Town Departments .....	219
Westford at a Glance.....	(inside back cover)



# ELECTED OFFICIALS AS OF DECEMBER 31, 2005

## Board of Health

<i>3-year term</i>		Year term expires
Zac Cataldo	121 Depot Street	2008
Joseph Guthrie, Jr.	2 Old Wood Road	2008
Todd M. Lobo	19 Salem Road	2007
Thomas J. Mahanna	25 Gould Road	2007
Joanne Martel	6 Marie Ann Drive	2006

## Housing Authority

<i>2-yr (unexpired) term</i>		
Scott Hazelton	76 Nutting Road	2007
<i>5-year term</i>		
Muriel Drake	8 LaSalette Road	2009
Carol Engel	26 Lowell Road	2006
Phyllis Koulouras	10 School Lane	2008
<i>Appointed by Governor</i>		
Richard Eastman	8 Jo-Jo Lane	2008

## JV Fletcher Library Trustees

<i>3-year term</i>		
Elizabeth Adams	63 Main Street	2007
David Daniel	15 Stratton Hill Road	2006
Marianne Fleckner	23R Almeria Circle	2006
Sandy Kelly	3 Sterling Lane	2008
Robert Price	18 Stratton Hill Road	2008
Jack Wrobel	13 Monadnock Drive	2007

## Moderator

<i>3-year term</i>		
Ellen Harde	39 Main Street	2008

**Year term expires**

**Planning Board**

***3-year (unexpired) term***

Allen Nudler	176 Concord Road	2008
Fred Palmer	147 Main Street	2006

***5-year term***

Dennis J. Galvin	90 Concord Road	2010
Michael Green	11 Hidden Valley Road	2009
Andrea Peraner-Sweet	21 Kirsi Circle	2007

**School Committee**

***3-year term***

Elizabeth F. Andrews	87 West Street	2006
Daniel Haskard	9 Kylemore Drive	2007
Cheryl Ann Klesaris	35 Vose Hill Road	2007
Mariclare T. O'Neal	12 Dana Drive	2008
Tamison Read Rose	31 Boston Road	2006
Diane Weir	122 Lowell Road	2008

***Joint Appointment (Selectmen & School Cte) to fill unexpired term***

Karen Mario-Young	10 Crest Drive	2006
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**Selectmen**

***3-year term***

Dini Healy-Coffin	19 Frances Hill Road	2008
Robert Jefferies	11 Boston Road	2007
Chris Romeo	239 Concord Road	2007
James G. Silva	98 Chamberlain Road	2006
Valerie Wormell	25 Vose Hill Road	2008

# APPOINTED OFFICIALS AS OF DECEMBER 31, 2005

		Date term expires
<b>Affordable Housing Committee:</b> <i>Appointed by Town Manager</i>		
<b>2-year term</b>		
Bruce Caldwell	112 Keyes Road	6/30/2007
Lauren Coffey	178 Concord Road	6/30/2007
Ann Eno	5 Fisher Way	6/30/2007
Mary Lynn Galgano	5 Daniel Drive	6/30/2007
Scott Hazelton	76 Nutting Road	6/30/2007
Diane Holmes	59 Lowell Road	6/30/2007
Carl Lyman	102 Forge Village Road	6/30/2007
Elaine Nickerson	4 Jelley Road	6/30/2007
Chris Pude, Ex officio	7 Bayberry Road	6/30/2007
Chris Romeo	1 Betty Lane	6/30/2007
Jim Silva	98 Chamberlain Road	6/30/2007
Mary Trubey	34 Depot Street	6/30/2007

<b>Affordable Housing Trust Committee:</b> <i>Appointed by Board of Selectmen</i>		
<b>2-year term</b>		
Daniel Burke	12 Misty Lane	6/30/2006
Diane Holmes	59 Lowell Road	6/30/2007
Elaine Nickerson	4 Jelley Road	6/30/2007
Chris Romeo	1 Betty Lane	6/30/2006
Robert Waskiewicz	120 Groton Road	6/30/2006

<b>Board of Assessors:</b> <i>Appointed by Town Manager</i>		
<b>3-year term</b>		
Kevin Burke	7 Sherlock Lane	2/28/2006
Diane Holmes	59 Lowell Road	6/30/2007
Titus Palmer	21 Vose Road	6/30/2006

**Date term expires**

**Board of Cemetery Commissioners:** *Appointed by Town Manager*

**3-year term**

Barbara Greenslade	45 Forge Village	6/30/2006
Daniel Provost	27 Orchard Street	6/30/2007
George Rogers	60 Pleasant Street	6/30/2007

**Board of Water Commissioners:** *Appointed by Town Manager*

**3-year term**

Robert Carter	8 Nutting Road	6/30/2008
Doug Deschenes	5 Lindsey Lane	6/30/2006
Harold Fletcher, Sr. (Alt.)	PO Box 394	6/30/2007
Leslie Thomas	8A Old Colony Drive	6/30/2007

**Burial Agent of Deceased Soldiers:** *Appointed by Town Manager*

**1-year term**

Paul Murray	12 Wilshire Avenue	6/30/2006
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**Communication Advisory Committee:** *Appointed by Board of Selectmen*

**1- year term**

Marc Davidson	69 Providence Road	6/30/2007
Dave Levy	354 Groton Road	6/30/2007
Jim Silva	98 Chamberlain Road	6/30/2007
David Weaver	10 Chicory Road	6/30/2005
Ken Woods	74 Tenney Road	6/30/2007

**Community Preservation Committee**

**3-year term** *Appointed by Conservation Commission*

Marilyn Frank	6 Chamberlain Road	6/30/2007
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*Appointed by Housing Authority*

Scott Hazelton	76 Nutting Road	6/30/2008
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*Appointed by Board of Selectmen*

Kathleen Healy	95 North Main Street	6/30/2008
Christine MacMillan	12 Maple Street	6/30/2008
Ingrid Nilsson	6 Depot Street	6/30/2007
Evan Schapiro	16 Tadmuck Road	6/30/2006

		Date term expires
<b>Community Preservation Committee, cont'd</b>		
	<i>Appointed by Planning Board</i>	
Andrea Peraner-Sweet	21 Kirsi Circle	6/30/2006
	<i>Appointed by Historical Commission</i>	
Bob Shaffer	7 Blakes Hill Road	6/30/2007
	<i>Appointed by Recreation Commission</i>	
Mary Ellen Tynan	10 Kirsi Circle	6/30/2008
<b>Conservation Commission: Appointed by Board of Selectmen</b>		
<b>3-year term</b>		
Eric Fahle	9 Long Sought For Pond Road	6/30/2008
Marilyn Frank	6 Chamberlain Road	6/30/2007
Ann Jefferies	11 Boston Road	6/30/2006
Peter Mahler	25 Vine Brook Road	6/30/2007
Marian McCurley	55 Vine Brook Road	6/30/2008
Mary Trubey	34 Depot Street	6/30/2007
Margaret Wheeler	171 Depot Street	6/30/2007
<b>Council on Aging: Appointed by Town Manager</b>		
<b>3-year term</b>		
Nancy Cook	PO Box 869	6/30/2007
Helena Crocker	34 West Street	6/30/2006
Dorothy Hall	10 Highland Road	6/30/2006
Cecelia Healy	57 North Main Street	6/30/2007
George P. Rogers	60 Pleasant Street	2/7/2006
Evan Schapiro	16 Tadmuck Road	6/30/2007
Robert Tierney	10 Tallard Road	6/30/2008
<b>Cultural Council</b>		
	<i>Appointed by Board of Selectmen</i>	
<b>3-year term</b>		
Kelly Beattie	26 Honeysuckle Road	6/30/2006
Elizabeth Michaud	11 Beaver Dam Drive	6/30/2008
Alice Phalen	50 North Street	6/30/2011
Stephen Pixley	62 Pleasant Street	6/30/2011
Cheryl Serpe	17 Shelly Lane	6/30/2007
Kristin Vegeto	7 Abby Road	6/30/2008
Carol Winge	33 Meadow Lane	6/30/2008
Aurora Winters	15 Dunstable Road	6/30/2011

**Date term expires**

**East Boston Camps Master Plan Committee:** *Appointed by Board of Selectmen*  
**no expiration of term**

Denise Brunelle	180 Groton Road
Eric Fahle	9 Long Sought For Pond Road
George Fletcher	3 Plain Road
Angela Harkness	15 Castle Road
Dini Healy-Coffin	19 Frances Hill Road
Peter Mahler	25 Vine Brook Road
Nancy Rosinski	13 North Hill Road
Leslie Thomas	8A Old Colony Drive
Kirk Ware	5 Granada Drive
Margaret Wheeler	171 Depot Street

**Emergency Management:** *Appointed by Town Manager*

**1-year term**

Joe Targ	Fire Department	6/30/2007
Tim Whitcomb	Police Department	6/30/2007

**Finance Committee:** *Appointed by Moderator*

**1-year term**

Thomas Price	87 Chamberlain Road	6/30/2006
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**2-year term**

Judith Culver	34 Stone Ridge Road	6/30/2007
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**3-year term**

Richard MacKenzie	5 South Chelmsford Road	6/30/2007
David C. Murray	11 Sassafras Road	6/30/2008
Kelly Ross	7 Carriage Way	6/30/2008
Charles A. Rusman	9 Timberlee Lane	6/30/2007
James Sullivan	10 Bayberry Road	6/30/2006

**Highway Garage Building Committee:** *Appointed by Board of Selectmen*  
**until task is completed**

Paul Alphen	9 Boutwell Hill Road
Richard Barrett	Highway Department
George Fletcher	21 North Street
John A. Healy III	26 Broadway Street
Robert Jefferies	11 Boston Road

**Date term expires**

**Highway Garage Building Committee, cont'd**

Gaylord MacCartney	16 Patriot Lane
James Pearson	25 Colonial Drive

**Historical Commission:** *Appointed by Board of Selectmen*

**3-year term**

Sally Benedict	1 Hildreth Street	6/30/2007
John Cunniffe	8 Patten Road	6/30/2008
Phil Gilbert	16 Frances Hill Road	6/30/2008
Jane Hinckley	24 Boston Road	6/30/2007
Roberta McGuire	60 Chamberlain Road	6/30/2008
Stacey Perron	PO Box 2115	6/30/2008
Robert Shaffer	7 Blakes Hill Road	6/30/2008
Rita Shipley	6 Bayberry Road	6/30/2008

**Land Acquisition Oversight Committee:** *Appointed by Town Manager*  
**no expiration of term**

Diane Holmes	59 Lowell Road
Ronald H. Johnson	77 Carlisle Road
Bob LaPorte	15 Kylemore Drive
Christine MacMillan	12 Maple Street
Peter Mahler	25 Vine Brook Road
Elaine McKenna	58 Newport Drive
Leslie Thomas	8A Old Colony Drive

**Monument Advisory Committee:** *Appointed by Town Manager*

**3-year term**

Nancy Cook	PO Box 869	6/30/2006
Patricia Dubey	30 Pleasant Street	6/30/2006
Ellen Harde	39 Main Street	6/30/2006
Paul Murray	12 Wilshire Avenue	6/30/2206
Stacey Perron	PO Box 2115	6/30/2006
Jonathan Revis	Beacon Street	6/30/2006
Jack Wrobel	13 Monadnock Drive	6/30/2006

**Date term expires**

**Nashoba Valley Technical High School District**

*Appointed by Selectmen, School Committee, & Moderator*

**3-year term**

Hajo Koester	65 Providence Road	3/31/2008
Diana Moulton	PO Box 784	3/31/2007
Joan O'Brien	11 Cold Spring Road	3/31/2007

**Northern Middlesex Council of Government:** *Appointed by Board of Selectmen*

**1-year term**

Robert Jefferies	11 Boston Road	6/30/2007
Jim Silva	98 Chamberlain Road	6/30/2007

**Parkerville Schoolhouse Committee:** *Appointed by Town Manager*

**3-year term**

Charles Cusson	248 Groton Road	6/30/2006
Susan Cusson	248 Groton Road	6/30/2006
Heidi Hatke	78R Carlisle Road	6/30/2006
Jennie Johnson	28 Old Lowell Road	6/30/2008
June Kennedy	31 Old Lowell Road	6/30/2008
Roger Plaisted	175 Carlisle Road	6/30/2006
John Wilder	61 Carlisle Road	6/30/2006

**Parks & Recreation Commission:** *Appointed by Town Manager*

**3-year term**

Colleen Barisano	62 Main Street	6/30/2008
Kevin Caviston	14 Morning Glory Circle	6/30/2007
Wayne D'Agostino	27 Patten Road	6/30/2007
John Johnson	8 Brookview Drive	6/30/2007
Carolyn Metcalf	46 Lakeshore Drive North	6/30/2008
Stephen Spinney	27 Village View Road	6/30/2006
Mary Ellen Tynan	10 Kirsi Circle	6/30/2006



**Date term expires**

**Permanent School Building Committee:** *Appointed by Board of Selectmen*  
**no expiration of term**

Steven Brierley	16 Phillips Drive
Karen Cavanaugh	8 Dempsey Way
Thomas Ellis	5 Chicory Lane
Angela Harkness	15 Castle Road
Robert Jefferies	11 Boston Road
Kenneth Morgan	4 Dutchman Lane
Michael Mulligan	4 Polley Road
George Murray	14 Heywood Drive
Kirk Ware	5 Grenada Drive
Victor Weisenbloom	25 Chippewa Road

*Appointed by School Committee*

Diane Weir	122 Lowell Road
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**Permanent Town Building Committee:** *Appointed by Board of Selectmen*  
**3-year term**

Karen Cavanaugh	8 Dempsey Way	6/30/2006
Paul Davies	6 Crest Drive	6/30/2006
Thomas Mahanna	4 Butterfield Lane	6/30/2006

**Pesticide Policy Committee:** *Appointed by Board of Selectmen*  
**1-year term**

Danielle Battle	80 Providence Road	6/30/2006
Jessica Cajigas	Town Hall	6/30/2006
Diane Duane	4 Howard Road	6/30/2006
Eric Fahle	9 Long Sought For Pond Road	6/30/2006
Robin Fullford	Water Dept	6/30/2006
William Harman	10 Chamberlain Road	6/30/2006
Rose Marie Koester	65 Providence Road	6/30/2006
Jean LaRoche-Owens	7 Hildreth Street	6/30/2006
Stephanie McElligott	29 Caldwell Drive	6/30/2006

**Date term expires**

**Records and Archives Management Committee:** *Appointed by Town Manager*

**3-year term**

Ellen Harde	39 Main Street	6/30/2008
Jane Hinckley	24 Boston Road	6/30/2008
Virginia Moore	J.V. Fletcher Library	6/30/2008
Bob Oliphant	3 Robinson Road	6/30/2008
Kaari Mai Tari	Town Hall	6/30/2008

**Recycling Commission:** *Appointed by Town Manager*

**3-year term**

Andrew Bergamini	78 Graniteville Road	6/30/2006
Gerry DiBello	6 Court Road	6/30/2008
Abby Foster	25 Bradford Street	6/30/2008
Ellen Harde	39 Main Street	6/30/2006
Elizabeth Sawyer	4 Cherry Lane	6/30/2008
Barbara Theriault	8 Tadmuck Lane	6/30/2008

**Registrars of Voters:** *Appointed by Board of Selectmen*

**3-year term**

Mary Caless	70 Beaver Brook Road	6/30/2004
Philip R. McGee	2 Beaver Brook Road	6/30/2005
Kaari Mai Tari	Town Hall	10/31/2004
Donald Whitehouse	3 Providence Road	6/30/2003

**Roudenbush Community Center Committee:** *Appointed by Town Manager*

**3-year term**

Christine Coughlin	27 Phillips Drive	6/30/2006
Arlene Hammel	17 Colonial Drive	6/30/2006
Gary Hultgren	8 Kylemore Drive	6/30/2007
James Pecora	1 Pine Ridge Road	6/30/2007
Frank Pennella	3 Tallard Road	6/30/2007
Marshall-Ben Tisdale	11 East Prescott Street	6/30/2007
Robert Waskiewicz	120 Groton Road	6/30/2007

**Date term expires**

**Selectmen Policies & Procedures Subcommittee:** *Appointed by Board of Selectmen*  
**Until Task is Complete**

Chris Romeo	1 Betty Lane
Jim Silva	98 Chamberlain Road
Valerie Wormell	25 Vose Hill Road

**Senior Center Needs Committee:** *Appointed by Board of Selectmen*  
**No expiration of Terms**

Nancy Cook	PO Box 869
Helena Crocker	34 West Street
Richard Crocker	32 West Street
Paul Davies	6 Crest Drive
Patricia Dubey	30 Pleasant Street
Paul Murray	12 Wilshire Avenue
Joanne Sheehan, Ex officio	Cameron Senior Center
Valerie Wormell	25 Vose Hill Road

**Stepinski Land Acquisition Negotiating Committee:** *Appointed by Town Manager*  
**for as long as needed**

Paul Alphen	9 Boutwell Hill Road
Michael Bonenfant	18 Concord Road
Bob Carter	8 Nutting Road
Dini Healy-Coffin	19 Frances Hill Road
Norman Khumalo, Ex officio	Town Hall
Steve Ledoux, Ex officio	Town Hall
David Murray	11 Sassafras Road
Andrea Peraner-Sweet	21 Kirsi Circle
Bob Shaffer	7 Blakes Hill Road
Jim Silva	98 Chamberlain Road
Leslie Thomas	8A Old Colony Drive
Christie Williams	32 North Street

**Date term expires**

**Tax Possession Sale Committee:** *Appointed by Board of Selectmen*

**3-year term**

Mary L. Caless	70 Beaver Brook Road	6/30/2007
Angela Harkness	15 Castle Road	6/30/2008
A. Justin McCarthy	8 Wheeler Lane	6/30/2006

**Town Forest Committee:** *Appointed by Town Manager*

**1-year term**

Richard Barrett	Highway Department	6/30/2007
Carlton Rooks	Town Hall	6/30/2007

**Town Report Committee:** *Appointed by Board of Selectmen*

**2-year term**

Lynn Cohen	16 Fletcher Road	6/30/2006
Ellen Harde	39 Main Street	6/30/2006

**TREAD Committee:** *Appointed by Town Manager*

**3-year term**

Nancy Cook	PO Box 869	6/30/2008
Dorothy Hall	10 Highland Road	6/30/2009
Diane Holmes	59 Lowell Road	6/30/2008
Eugene Jungbluth	10 Brookview Drive	6/30/2009
Suzanne Marchand	Town Hall	6/20/2009

**Tree Warden:** *Appointed by Town Manager*

**1-year term**

Carlton Rooks	Town Hall	6/30/2006
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**Veteran's Agent:** *Appointed by Town Manager*

**1-year term**

Paul Murray	12 Wilshire Avenue	6/30/2006
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**Zoning Board of Appeals:** *Appointed by Board of Selectmen*

**5-year term**

Mark Conlon	20 Sherwood Drive	6/30/2009
David Earl	17 Depot Street	6/30/2009
Jay Enis	13 Pine Tree Trail	6/30/2009
Sam Frank	4 Wheeler Lane	6/30/2006
Roger Hall	53 North Street	7/31/2006
Robert Herrmann	101 Concord Road	6/30/2009
Ronald H. Johnson	77 Carlisle Road	6/30/2007
H. James Kazeniac	9 Robinson Road	6/30/2006

**Date term expires**

## GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

<b>Board/Committee</b>	<b>Day of the Month</b>	<b>Time</b>	<b>Location</b>
Affordable Housing Committee	Every other Wednesday	7:15 am	Millennium School Admin. Bldg
Board of Health	2 <sup>nd</sup> & 4 <sup>th</sup> Monday	7:00 pm	Westford Academy Library
Board of Selectmen	2 <sup>nd</sup> & 4 <sup>th</sup> Tuesday	7:30 pm	J.V. Fletcher Library Meeting Room
Cemetery Commission	Meets quarterly (Jan, Apr, July, Oct) 2 <sup>nd</sup> Wednesday	8:00 am	Pine Grove Cemetery Office
Conservation Commission	2 <sup>nd</sup> & 4 <sup>th</sup> Wednesday	7:30 pm	Rogers Fire Station
Council on Aging	2 <sup>nd</sup> Wednesday	4:00 pm	Cameron Senior Center
Historical Commission	3 <sup>rd</sup> Wednesday	7:00 pm	Museum Cottage
Housing Authority	2 <sup>nd</sup> Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1 <sup>st</sup> Monday	7:30 pm	J.V. Fletcher Library
Nashoba Valley Technical High School	2 <sup>nd</sup> Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1 <sup>st</sup> Monday	7:00 pm	Cameron Senior Center
Planning Board	1 <sup>st</sup> & 3 <sup>rd</sup> Monday	7:30 pm	Millennium School Admin. Bldg
Recycling Commission	2 <sup>nd</sup> Thursday	7:30 pm	Cameron Senior Center
Roudenbush Community Center	4 <sup>th</sup> Tuesday	7:30 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Westford Academy, Room 114
Senior Center Needs Cte.	2 <sup>nd</sup> & 4 <sup>th</sup> Wednesday	3:30 pm	Cameron Senior Center
Water Commission	1 <sup>st</sup> & 3 <sup>rd</sup> Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3 <sup>rd</sup> Wednesday	7:30 pm	Westford Academy, Room 144 Millennium Bldg when school is not in session

The official meeting posting board is in Town Hall at 55 Main Street.

Every effort is made to keep the meeting postings up to date on the web at: <http://www.westford-ma.gov/PublicMeetings/PublicMeetings.pdf>.

**TOWN OF WESTFORD**  
**Annual Town Election**  
**May 3, 2005**  
**Official Results**

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i><b>Board of Selectmen (3 Year Term) - Vote for 2</b></i>							
Blanks	310	362	373	305	383	294	2027
Geraldine Healy-Coffin	529	434	556	533	515	386	2953
Robert L. Shaffer, Jr.	455	399	523	381	495	377	2630
Valerie A. Wormell	469	600	507	568	523	486	3153
Dennis Galvin		1		3	1		5
Misc. Write Ins	1	18	7	10	3	1	40
TOTALS	1764	1814	1966	1800	1920	1544	10808
<i><b>Board of Health (3 Year Term)-Vote for 2</b></i>							
Blanks	503	545	569	467	576	442	3102
Zac A. Cataldo	629	625	706	666	680	552	3858
Joseph A. Guthrie, Jr.	630	635	685	666	661	545	3822
Misc. Write Ins	2	9	6	1	3	5	26
TOTALS	1764	1814	1966	1800	1920	1544	10808
<i><b>Housing Authority (Vacancy) - Vote for 1</b></i>							
Blanks	242	278	269	232	280	223	1524
John Scott Hazelton	639	628	712	667	678	548	3872
Misc. Write Ins	1	1	2	1	2	1	8
TOTALS	882	907	983	900	960	772	5404
<i><b>Library Trustees (3 Year Term) - Vote for 2</b></i>							
Blanks	495	540	528	443	534	448	2988
Sandra L. Kelly	646	655	725	688	703	554	3971
Robert D. Price	622	617	709	668	682	542	3840
Misc. Write Ins	1	2	4	1	1	0	9
TOTALS	1764	1814	1966	1800	1920	1544	10808
<i><b>Library Trustees (Vacancy) - Vote for 1</b></i>							
Blanks	253	302	286	246	294	233	1614
Marianne C. Fleckner	629	603	696	654	666	537	3785
Misc. Write Ins	0	2	1			2	5
TOTALS	882	907	983	900	960	772	5404
<i><b>Moderator (3 Year Term) - Vote for 1</b></i>							
Blanks	185	196	198	163	188	176	1106
Ellen Harde	694	700	777	735	772	594	4272
Misc. Write Ins	3	11	8	2	0	2	26
TOTALS	882	907	983	900	960	772	5404

May 3, 2005 Annual Election Results

**Planning Board (5 Year Term) - Vote for 1**

Blanks	809	789	889	713	846	716	4762
Write Ins							
Paul Davies	21	30	42	33	33	13	172
Dennis Galvin	30	64	22	112	51	21	300
Ken Gosselin				7			7
Steven Harrington	5						5
Misc. Write Ins	17	24	30	35	30	22	158
TOTALS	882	907	983	900	960	772	5234

**Planning Board (Vacancy) - Vote for 1**

Blanks	293	316	306	276	324	252	1767
Allen Nudler	585	579	666	612	625	513	3580
Write Ins							
Dennis Galvin	2	8	5	4	3		22
Paul Davies	1		3	2	6	6	18
Misc. Write Ins	1	4	3	6	2	1	17
TOTALS	882	907	983	900	960	772	5404

**School Committee (3 Year Term) - Vote for 2**

Blanks	356	365	365	332	374	289	2081
Margaret A. Murray	320	258	324	329	258	247	1736
Judith E. Culver	225	302	231	244	362	198	1562
Mariclare T. O'Neal	497	386	575	508	466	373	2805
Diane Weir	365	495	467	384	459	434	2604
Misc. Write Ins	1	8	4	3	1	3	20
TOTALS	1764	1814	1966	1800	1920	1544	10808

**Question 1 (refer to page 17 for complete text of the question)**

Blanks	7	4	2	5	5	1	24
Yes	418	276	407	465	324	265	2155
No	457	627	574	430	631	506	3225
TOTALS	882	907	983	900	960	772	5404

**Question 2 (refer to page 17 for complete text of the question)**

Blanks	5	4	4	11	7	5	36
Yes	458	313	415	484	374	275	2319
No	419	590	564	405	579	492	3049
TOTALS	882	907	983	900	960	772	5404

Total Registered Voters	2246	2372	2459	2426	2536	2230	14269
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<b>Precinct Totals:</b>	882	907	983	900	960	772	5234
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Total Voter Turnout	39.3%	38.2%	40.0%	37.1%	37.9%	34.6%	36.7%
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## May 3, 2005 Ballot Question Language

### QUESTION 1

Shall the Town of Westford be allowed to assess an additional THREE MILLION DOLLARS (\$3,000,000) in real estate and personal property taxes for the purposes of funding the operational budgets of the Town and Public Schools for the Fiscal Year beginning July 1, 2005?

### QUESTION 2

Shall the Town of Westford be allowed to assess an additional FIVE HUNDRED TWENTY-ONE THOUSAND TWO HUNDRED SIXTY-FIVE DOLLARS (\$521,265) in real estate and personal property taxes for the following purposes:

Highway Vehicles	\$290,000
Hill Orchard Toilet and Septic System	\$40,000
Library Improvements	\$83,265
School Building Improvements	<u>\$108,000</u>
	\$521,265

for the Fiscal Year beginning July 1, 2005?

# SPECIAL TOWN MEETING

February 7, 2005

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, February 7, 2005, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. Four hundred sixty-seven voters were in attendance as the meeting began.

Ellen Harde, Town Moderator, declared that a quorum was present and called the meeting to order at 7:50 pm.

It was voted unanimously to allow Town employees and consultants who are not residents to sit with the committees and boards and address this meeting.

A MOTION was duly made and seconded to take Article 2 out of order. Following a brief discussion, the MOTION FAILED for lack of majority.

## **ARTICLE 1: Community Preservation Funds Appropriation**

A MOTION was made and seconded and following brief presentations by the Town Manager Steve Ledoux, Community Preservation Chair Ingrid Nilsson, Westford Land Preservation Foundation Treasurer Nancy Rosinski, and Finance Director Suzanne Marchand, Mr. Paul Royle moved the question, which passed by a majority.

It was then VOTED UNANIMOUSLY by the 772 voters in attendance that the Town authorize the Board of Selectmen to purchase a parcel of land known as East Boston Camps, described as Assessors' Map 31-37, 35-32-4 and a 6,141 square foot lot shown on MNRD (Middlesex North Registry of Deeds) Plan Book 97, Plan 91B and a 25,858 square foot lot and a 48,582 square foot lot both shown on MNRD Plan Book 99, Plan 62A (all to be referred to as Parcel A), and Assessors' Map 36-8 (to be referred to as Parcel B), consisting of approximately 289 acres under the Community Preservation Act, Massachusetts General Laws (MGL) 44B for the following purposes:

- a. Acquisition, creation and preservation of open space;
- b. Acquisition, creation and preservation of land for water resource protection and for a potential drinking water source;
- c. Acquisition, creation and preservation of land for recreational and outdoor/environmental education;
- d. Acquisition and preservation of historic resources;
- e. Rehabilitation or restoration of such open space, land for recreational use and historic resources,

And that the Town appropriate the sum of Thirteen Million, Six Hundred Twenty Thousand (\$13,620,000) Dollars for said purchase including other costs incidental and related thereto, and to meet said appropriation the sum of One Million Thirty One Thousand (\$1,031,000) Dollars shall be transferred from the Community Preservation Fund Open Space Reserve, One Million

Four Hundred Thirty Nine Thousand (\$1,439,000) Dollars shall be transferred from the Community Preservation Fund Undesignated Fund Balance, and further that the Treasurer, with the approval of the Board of Selectmen is authorized to borrow the sum of Eleven Million One Hundred Fifty Thousand (\$11,150,000) Dollars and to issue any bonds or notes which may be necessary for that purpose, as authorized by Massachusetts General Laws Chapter 44B Section 11, or any other enabling legislation for a period not to exceed 20 years.

And that a detailed Master Plan for Parcel A be prepared by the East Boston Camps Master Planning Committee for presentation to and approval by a future Town Meeting, consistent with the above stated uses, and with the Conservation Restriction as approved and/or amended by EOEa. The East Boston Camps Master Plan shall contain a detailed plan for the implementation of the land allocation and management of the property, as well as a recommendation for the permanent care and custody.

For Parcel A, only activities consistent with the current uses of the property, such as hiking, walking, skiing, summer camps, and the 5<sup>th</sup> Grade Camp, will be allowed until Town Meeting approves the East Boston Camps Master Plan. All uses, both before and after the East Boston Camps Master Planning process, must be consistent with the Conservation Restriction and the Community Preservation Act.

Parcel B is to be set aside for the construction of recreational fields under the direction of the Parks and Recreation Commission. Fields will be constructed in such a way as to cause minimal negative impact on both the sensitive natural environment of this parcel of land and the neighborhood. Further, if it is not possible to construct fields, then responsibility for the determination of use of Parcel B shall go to the East Boston Camps Master Planning Committee with subsequent approval of a future Town Meeting. All uses must be consistent with the Conservation Restriction and the Community Preservation Act.

And to authorize the Board of Selectmen to enter into all contracts needed to facilitate the purchase of the premises and to convey a conservation restriction on the premises to a qualified non-profit entity.

And to recognize the tremendous number of private donations from Westford residents and friends towards the purchase of East Boston Camps.

*Selectmen Recommend Approval  
Finance Committee Recommends Approval*

## **ARTICLE 2: Payment of Back Taxes on Property at 52 Beaver Brook Road / By Petition**

A motion was made and seconded and after learning that back taxes will be accepted on this property, the motion was withdrawn.

The meeting adjourned at 8:35 pm.

A true copy attest,

Kaari Mai Tari  
Town Clerk

# ANNUAL TOWN MEETING

May 7, 2005

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, May 7, 2005, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 10:00 am.

It was voted unanimously to allow Town employees and consultants who are not residents to sit on Town Meeting floor and address the meeting.

## ARTICLE 1: Town Reports / Town Manager

It was VOTED unanimously that the Town accept the Reports of Town Officers, Boards and Committees for the calendar year 2004.

The Board of Library Trustees was inadvertently omitted from the 2004 Town Report and are listed below:

### Board of Library Trustees

#### *3 year term*

David Daniel	15 Stratton Hill Rd.	2006
Elizabeth Adams	63 Main St.	2007
Sandra Kelly, Chair	3 Sterling Lane	2005
Robert Price	18 Stratton Hill Rd.	2005
Jack Wrobel	13 Monadnock Dr.	2007

#### *Appointed to fill an unexpired term*

Marianne Fleckner	23R Almeria Cir.	2005
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## ARTICLE 2: Property Tax Exemption / Board of Assessors

It was VOTED unanimously that the Town accept the provisions of Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988 by providing for additional property exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or are disabled veterans, and to continue the present percentage increase of 100%.

## ARTICLE 3: Compensation Plan Amendment / Town Manager

It was VOTED unanimously to dismiss this article.

## ARTICLE 4: Fiscal Year 2006 Operating Budget / Town Manager

It was VOTED that the Town appropriate SEVENTY FIVE MILLION FORTY SIX THOUSAND ONE HUNDRED SIXTY ONE (\$75,046,161) DOLLARS for the operation and

maintenance of Town Departments for the Fiscal Year July 1, 2005 through June 30, 2006, such sums to be expended for such purposes under the direction of the respective Town Officers, Boards and Committees as follows:

GENERAL GOVERNMENT	
122	SELECTMEN
	Personal Services -
	Expenses 11,700
	Total 11,700
123	TOWN MANAGER
	Personal Services 230,538
	Expenses 50,700
	Total 281,238
131	FINANCE COMMITTEE
	Personal Services -
	Expenses 8,180
	Reserve Fund 186,000
	Transfers Out -
	Total 194,180
132	FINANCE DEPARTMENT
	Personal Services 171,769
	Expenses 8,800
	Audit 34,500
	Total 215,069
133	TOWN ACCOUNTANT
	Personal Services 163,414
	Expenses 15,170
	Total 178,584
141	BOARD OF ASSESSORS
	Personal Services 210,283
	Expenses 22,350
	Total 232,633
145	TAX COLLECTOR
	Personal Services 148,023
	Expenses 61,215
	Total 209,238
151	TOWN COUNSEL
	Personal Services -
	Expenses 223,100
	Total 223,100
152	HUMAN RESOURCES
	Personal Services 154,526
	Expenses 611,515

	Transfers Out -
	Total 766,041
155	TECHNOLOGY
	Personal Services 110,754
	Expenses 691,508
	Total 802,262
161	TOWN CLERK
	Personal Services 135,833
	Expenses 22,400
	Total 158,233
170	PERMITTING DEPARTMENT
	Personal Services 141,853
	Expenses 7,800
	Total 149,653
171	CONSERVATION COMMISSION
	Personal Services 62,157
	Expenses 8,410
	Total 70,567
174	PLANNING BOARD
	Personal Services 48,500
	Expenses 9,935
	Total 58,435
176	ZONING BOARD OF APPEALS
	Personal Services -
	Expenses 5,000
	Total 5,000
189	GIS
	Personal Services 49,686
	Expenses 85,200
	Total 134,886
192	TOWN HALL MAINTENANCE
	Personal Services 38,873
	Expenses 133,400
	Total 172,273
TOTAL GENERAL GOVERNMENT 3,863,092	
PUBLIC SAFETY	
210	POLICE DEPARTMENT
	Personal Services 3,162,561
	Expenses 349,771

Total	3,512,332
220 FIRE DEPARTMENT	
Personal Services	1,821,575
Expenses	182,093
Total	2,003,668
241 BUILDING DEPARTMENT	
Personal Services	208,410
Expenses	16,500
Total	224,910
244 SEALER WEIGHTS/MEASURE	
Personal Services	-
Expenses	3,000
Total	3,000
291 EMERGENCY MANAGEMENT	
Personal Services	4,000
Expenses	5,445
Total	9,445
292 ANIMAL CONTROL	
Personal Services	98,370
Expenses	12,900
Offset	(32,000)
Total	79,270
294 TREE WARDEN	
Personal Services	2,000
Expenses	33,000
Total	35,000
TOTAL PUBLIC SAFETY	5,867,625
EDUCATION	
305 WESTFORD PUBLIC SCHOOLS	37,500,000
310 NASHOBA VALLEY TECH	497,940
TOTAL EDUCATION	37,997,940
PUBLIC WORKS	
ENGINEERING DEPARTMENT	
410 Personal Services	113,541
Expenses	20,400
Total	133,941
421 HIGHWAY DEPARTMENT	
Personal Services	1,093,897
Expenses	1,016,280
Total	2,110,177
427 STORMWATER MANAGEMENT	

Personal Services	-
Expenses	65,000
Total	65,000
431 SOLID WASTE RECYCLE	
Solid Waste Expenses	1,025,000
Recycling Expenses	194,453
Offset/Revolving	(2,000)
Total	1,217,453
491 CEMETERY DEPARTMENT	
Personal Services	-
Expenses	17,800
Total	17,800
TOTAL PUBLIC WORKS	3,544,371
HEALTH & HUMAN SERVICES	
510 BOARD OF HEALTH	
Personal Services	245,148
Expenses	56,410
Total	301,558
539 ADULT SUPPORTIVE DAY CARE	
Personal Services	79,195
Expenses	6,232
Offset	(70,000)
Total	15,427
540 SENIOR CENTER	
Personal Services	119,808
Expenses	20,400
Total	140,208
541 COUNCIL ON AGING	
Personal Services	164,268
Expenses	76,540
Total	240,808
542 VETERANS SERVICES	
Personal Services	7,800
Expenses	23,900
Total	31,700
TOTAL HEALTH & HUMAN SERVICES	729,701



CULTURE & RECREATION		
610	LIBRARY	
	Personal Services	938,242
	Expenses	272,720
	Total	1,210,962
630	RECREATION	
	Personal Services	162,900
	Expenses	14,400
	Offset	(8,500)
	Total	168,800
650	PARKS	
	Personal Services	199,304
	Expenses	32,042
	Offset	(66,573)
	Total	164,773
660	LAND MANAGEMENT	
	Personal Services	-
	Expenses	50,000
	Total	50,000
670	HISTORICAL COMMISSION	
	Personal Services	-
	Expenses	11,433
	Total	11,433
673	ROUDENBUSH COMM CTR	
	Personal Services	55,000
	Expenses	-
	Offset	(55,000)
	Total	-
692	MEMORIAL DAY CELEBRATION	
	Personal Services	-
	Expenses	2,600
	Total	2,600
TOTAL CULTURE & RECREATION		1,608,568

DEBT SERVICE		
DEBT SERVICE		
910	(Principal & Interest)	10,040,179
TOTAL DEBT SERVICE		10,040,179
UNCLASSIFIED		
911	EMPLOYEE BENEFITS & MISC.	6,670,208
TOTAL UNCLASSIFIED		6,670,208
TOTAL GENERAL FUND		70,321,684
AMBULANCE ENTERPRISE FUND		
230	AMBULANCE ENTERPRISE FUND	
	Personal Services	545,980
	Expenses	250,296
	Capital	-
	Total	796,276
COMMUNITY PRESERVATION FUND		
290	COMMUNITY PRESERVATION FUND	
	Debt Service Principal & Interest	819,872
	Total	819,872
WATER ENTERPRISE FUND		
452	WATER ENTERPRISE FUND	
	Personal Services	864,004
	Expenses	1,488,939
	Capital	755,386
	Total	3,108,329
TOTAL ENTERPRISE FUNDS		4,724,477
TOTAL OPERATING BUDGET		75,046,161

AND FURTHER that all items be raised and appropriated except for the following:

Department 171 Conservation Commission: \$3,600 shall be appropriated from Wetlands Protection Fees, Receipts Reserved for Appropriation.

Department 230 Ambulance Enterprise Fund: \$449,400 shall be appropriated from Ambulance Enterprise Revenue.

Department 290 Community Preservation Fund: \$800,000 shall be appropriated from Community Preservation Fund Revenue and \$19,872 shall be appropriated from Fund Balance Designated for Debt Service (Premium on Bonds and BANs).

Department 452 Water Enterprise: \$2,655,000 shall be appropriated from Water Enterprise Revenue and \$453,329 shall be appropriated from Water Enterprise Free Cash.

A MOTION was made and seconded to remove \$611,515 from line 152 Human Resources and replace with \$12,000 to be used only for expenses. No negotiation of contract shall be paid until Town Meeting approval. The motion FAILED for lack of majority.

A MOTION was made and seconded to amend the line item for Nashoba Technical High School down by \$24,632 to reduce the figure to \$473,308. The motion FAILED for lack of majority.

A MOTION was made and seconded to increase the total budget for the Fire Department by \$250,000 (\$200,000 in personal services and \$50,000 in expenses). The motion FAILED for lack of majority.

The Public School budget (line 305) was discussed at length in light of the failed override and the subsequent position of the School Committee as to how budgetary resources will be allocated. Following a brief meeting, School Committee Chair Betsy Andrews read the following position Statement:

“The failure of the override has sent a message to the town. We hear and respect the voice of the taxpayers of Westford. The mandate to the School Committee is to maintain the level of excellence the school system has established over the past several decades and do it without raising taxes.

Next year will likely present the same problems only to a larger degree.

The School Committee will work hard this coming year to make value based decisions. Our goal will be to NOT diminish the level of education provided to the students nor will we abandon the Blueprint for the Westford Public Schools, which has proven to be a successful strategic plan to date.”

When asked directly about possible bus fees the School Committee stated that funding for school bussing beyond the statutory requirements for grades K – 6 will be paid through bus fees in order to focus budget monies on students, support services and instructional services. The details will be worked out at future School Committee meetings.

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Then the following RESOLUTION was proposed but FAILED for lack of majority:

That the safety of our children is important and we therefore request that the Westford School Committee works toward not charging fees for regular day transportation.

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The official business of Town Meeting adjourned at 12:22pm until 1:30pm.

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The School Committee then presented the Gordon B. Seavey award to Mariclare O'Neal and Julie Olivier for spearheading the construction of the new playground at Abbot School.

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**ARTICLE 5: Increase Income and Assets / Board of Assessors**

It was VOTED unanimously to dismiss this article.

**ARTICLE 6: FY05 Supplemental Appropriations / Town Manager**

It was VOTED unanimously that the Town appropriate from Ambulance Enterprise Free Cash the sum of THIRTY FIVE THOUSAND (\$35,000) DOLLARS to supplement the following Fiscal Year 2005 Operating Budget:

Department 230 Ambulance Enterprise Fund, Expenses \$35,000

**ARTICLE 7: Fiscal Year 2005 Transfers / Town Manager**

It was VOTED unanimously that the Town transfer the sum of NINETY NINE THOUSAND (\$99,000.00) DOLLARS from and to the following Fiscal Year 2005 accounts in the following amounts:

\$10,000 from 123 Town Manager, Expenses to 151 Legal Services, Expenses  
\$20,000 from 152 Human Resources, Personal Services to 151 Legal Services, Expenses  
\$60,000 from 152 Human Resources, Personal Services to 152 Human Resources, Expenses  
\$ 1,700 from 152 Human Resources, Personal Services to 161 Town Clerk, Personal Services  
\$4,000 from 192 Town Hall, Expenses to 192 Town Hall, Personal Services

**ARTICLE 8: Revolving Funds / Town Manager**

It was VOTED unanimously that the Town, pursuant to Mass. General Laws (MGL), Chapter 44, Section 53E(1/2), establish revolving funds for the following departments for the specific purposes outlined below for the fiscal year beginning July 1, 2005 and ending June 30, 2006:

**A. Council On Aging – Adult Supportive Day Care Center**

Fees received for the Supportive Day Care Program for the purpose of program maintenance and the hiring of necessary personnel and consulting services, said expenditures to be approved by the Council on Aging; and not to exceed ONE HUNDRED THOUSAND (\$100,000) DOLLARS during fiscal year 2006.

**B. Recycling Commission**

Revenues received from the sale of recycled materials to meet the expenses of the recycling program, said expenditures to be approved by the Recycling Commission; and not to exceed TWENTY THOUSAND (\$20,000) DOLLARS during fiscal year 2006.

**C. Recreation Commission-Programs**

Fees received for recreation programs for the purpose of program maintenance and the hiring of necessary personnel and consulting services, said expenditures to be approved by the Recreation Commission; and not to exceed TWO HUNDRED FIFTY THOUSAND (\$250,000) DOLLARS during fiscal year 2006.

**D. Recreation Commission-Field Maintenance**

Fees received for Field Rental for the purpose of field maintenance and related hiring of necessary personnel and consulting services, said expenditures to be approved by the Recreation Commission and not to exceed ONE HUNDRED FIFTY THOUSAND (\$150,000) DOLLARS during fiscal year 2006.

**E. Town Manager-Westford Partnership for Children**

Fees received for programs sponsored by the Westford Partnership for Children for the purpose of program materials, supplies, administration, staffing, and facility use, said expenditures to be approved by the Town Manager and not to exceed FOUR HUNDRED THOUSAND (\$400,000) DOLLARS during fiscal year 2006.

**ARTICLE 9: Highway Department Chapter 90 Funds / Town Manager**

It was VOTED unanimously that the Town appropriate the sum of FIVE HUNDRED TWENTY SIX THOUSAND SEVEN HUNDRED EIGHTY SIX (\$526,786) DOLLARS from the proceeds due the Town under the provisions of Chapter 291B of the Acts of 2005.

**ARTICLE 10: Community Preservation Funds Appropriation / Town Manager**

It was VOTED unanimously that the Town, pursuant to MASSACHUSETTS GENERAL LAWS Chapter 44B, in accordance with the recommendations of the Westford Community Preservation Committee appropriate the sum of TWENTY NINE THOUSAND (\$29,000) DOLLARS from the Community Housing Reserve Fund for site grading and soil stabilization at the William D. Coakley Housing at the Veterans Memorial Complex.

**ARTICLE 11: Capital Requests, Various Departments / Town Manager**

It was VOTED that the Town raise and appropriate the sum of NINE HUNDRED FORTY THREE THOUSAND EIGHTY SEVEN (\$943,087) DOLLARS to provide for the following capital requests of Town departments in the following amounts:

Assessors	\$ 11,300
Technology	234,489
Town Clerk	8,780
Planning Board	50,000
Zoning Board of Appeals	5,000
Police Department	171,017
Fire Department	126,800
Emergency Management	3,500
Westford Public Schools	153,000
Highway Department	27,500

Board of Health	26,500
Council on Aging	75,000
Parks, Recreation & Cemeteries	25,201
Land Management	25,000

A MOTION was made and seconded to reduce the Technology capital request to \$142,000. The motion FAILED for lack of majority.

#### **ARTICLE 12: Town Center Sewer Installation / Town Manager**

It was VOTED by a two-thirds majority that the Town appropriate the sum of ONE MILLION THREE HUNDRED FIFTY EIGHT THOUSAND (\$1,358,000) DOLLARS to be expended at the direction of the Board of Selectmen, to pay costs of installing infrastructure necessary to connect the municipal buildings located on Main Street to Abbot School Waste Treatment Facility, including the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Chapter 44 Section 7(1) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, and further, that the Town Manager are hereby authorized to enter into any and all contracts in connection therewith.

#### **ARTICLE 13: Septic System Project at the Roudenbush at Frost / Town Manager**

It was VOTED to dismiss this article.

It was then VOTED to take Article 29 out of order.

#### **ARTICLE 29: Creation of a Sewer District / Town Manager**

It was VOTED unanimously that the Town authorize the Board of Selectmen to file a petition to the General Court accompanied by a bill for a special law relating to the Town of Westford to be filed with an attested copy of this order to the end that legislation be adopted precisely as set forth below, except that the General Court may make clerical or editorial changes of form only to the bill, unless the Selectmen approve amendments to the bill before enactment by the General Court. The Board of Selectmen are hereby authorized to approve amendments which shall be within the scope of the general public objectives of this petition. The petition shall read as follows:

#### **AN ACT ESTABLISHING THE WESTFORD TOWN CENTER SEWER DISTRICT IN THE TOWN OF WESTFORD**

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of same, as follows:

Section 1. Notwithstanding the provisions of any general or special law to the contrary, there shall be a sewer district in the town of Westford called the Westford Town Center Sewer District. The district shall include the following Town owned land and buildings located in the Town Center section of the town of Westford, said town own land being described as: Westford

Assessor's Map 26, Parcel 86 and Westford Assessor's Map 59, Parcels 18, 42, 46 and 47; said buildings known as the Abbot and Millennium Schools, the J.V. Fletcher Library, The Town Hall, The Police Station, The Fire Station, The Roudenbush at Frost, The Roudenbush Community Center and the Abbot School Sewage Treatment Facility; said land and buildings shall be served by the Abbot School Sewage Treatment Facility. The Westford Town Center Sewer District shall be limited to municipal use only.

Section 2. The Board of Selectmen of the Town of Westford shall serve as the board of sewer commissioners and shall manage and direct the operations of the Westford Town Center Sewer District and shall have all the powers and perform the duties of sewer commissioners as set forth in section 65 of chapter 41 of the General Laws.

Section 3. The district, acting by and through its board of sewer commissioners, may take by eminent domain under chapter 79 or chapter 80A of the General Laws, or acquired by lease, purchase or otherwise, and hold land, or any portion thereof, within the town of Westford and not already appropriated for public purposes; and for said purposes may take as aforesaid, or acquire by purchase or otherwise, and hold, all lands, rights of way and other easements necessary for collection, storing, holding, processing, purifying and disposing of effluent and for conveying the same to any part of the district. The district may construct and maintain on the lands acquired and held under this act proper tanks, pumping plants, buildings, processing plants, fixtures and other structures including also the establishment and maintenance of a collection system and treatment facility, and may make excavations, procure and operate machinery and provide such other means and appliances, and do such other things as may be necessary for the establishment and maintenance of complete and effective sewage collection and disposal system; and for that purpose may construct pipelines and establish pumping works, and may construct, lay, acquire and maintain conduits, pipes and other works under and over any land, water, courses, railroad, railways and public or other ways, and along such ways, in said town, in such manner as not unnecessarily to obstruct the same; and for the purpose of constructing, laying, maintaining, operating and repairing such conduits, pipes and other works, and for all proper purposes of this act, the district may dig up or raise and embank any such lands, highways or other ways in such manner as to cause the least hindrance to public travel on such ways; provided, that the manner in which all things are done upon any such way shall be subject to the applicable bylaws and regulations of the town of Westford. The district may enter upon any land for the purpose of making surveys, test wells or pits and borings and may take or otherwise acquired the right to occupy temporarily any lands necessary for the construction of any work or for any other purpose authorized by this act.

Section 4. The district shall share the maintenance costs associated with the Abbot School Sewerage Treatment Facility with the town of Westford school department.

Section 5. For the purpose of paying the necessary expenses and liabilities incurred under this act, other than expenses of maintenance and operation, the district may, with Westford Town Meeting approval, borrow, in addition to amounts authorized by chapter 44 of the General Laws, such amounts of money from time to time as may be necessary, and may issue bonds or notes therefor, which shall bear on their face the words Westford Town Center Sewer District Act of 2005. Each authorized issue shall constitute a separate loan, and such loans shall be payable no



more than 30 years from their dates. Indebtedness incurred under this act shall be subject to the provision of said chapter 44 pertaining to such districts.

Section 6. All land taken or acquired under this act shall be managed, improved and controlled by the board of sewer commissioners in such a manner as they shall deem for the best interest of the district.

Section 7. This act shall take effect upon its passage.

#### **ARTICLE 14: Zoning Board of Appeals Members / Board of Selectmen**

It was VOTED unanimously that the Town amend, pursuant to Massachusetts General Laws Chapter 40A, the Town of Westford Zoning Bylaw Section 9.2.1 so that the words “three (3)” are substituted for the words “two (2)” in the first clause of the first sentence therein.

#### **ARTICLE 15: Major Commercial and Major Retail Projects Definitions / Planning Board**

It was VOTED unanimously that the Town amend, under Massachusetts General Laws Chapter 40A, the Westford Zoning Bylaw by making the following changes:

1. In SECTION 10.2, GENERAL DEFINITIONS, definition of “Major Commercial Project,” delete the text “More than 30,000 square feet of gross floor area” and replace said text with “15,000 square feet or more of gross floor area.”
2. In SECTION 10.2, GENERAL DEFINITIONS, definition of “Major Retail Project,” delete the text “More than 30,000 square feet of gross floor area” and replace said text with “15,000 square feet or more of gross floor area.”

#### **ARTICLE 16: Special Permit Performance Standards / Planning Board**

It was VOTED unanimously that the Town, under Massachusetts General Laws Chapter 40A, amend the Westford Zoning by-law by adding the following new section 9.3a, entitled “Performance Standards for Major Commercial Projects and Major Retail Projects”:

##### **9.3A SPECIAL PERMIT PERFORMANCE STANDARDS FOR MAJOR COMMERCIAL PROJECTS AND MAJOR RETAIL PROJECTS**

9.3A.1 Purpose. The following performance standards have been adopted in order to control the size, scale, and impacts of Major Commercial Projects and Major Retail Projects which require a special permit for use from the Planning Board. The specific purposes of this Section are:

1. **Lighting.** To reduce light pollution, light trespass and glare in order to preserve and enhance the natural, scenic, and aesthetic qualities of the Town; conserve energy and decrease lighting costs without decreasing night time safety, security, and productivity; and preserve the night sky as a natural resource to enhance nighttime enjoyment of property within the Town.
2. **Noise.** To reduce noise pollution in order to preserve and enhance the natural and aesthetic qualities of the Town; preserve property values; and preserve neighborhood character.
3. **Landscaping and Screening.** To ensure that proposed development maximize and retain open space, and is integrated into the natural landscape, minimizing adverse environmental

impacts to such features as wetlands, floodplains, and water resource protection recharge areas

**4. Stormwater Management.** To ensure that development includes adequate provisions or measures to prevent pollution of surface or groundwater, minimize erosion and sedimentation, prevent changes in groundwater levels, increased run-off and potential for flooding, and minimize adverse impacts to neighboring properties by flooding from excessive run-off.

**5. Site Development Standards.** To ensure that, to the extent practicable, the proposed development is located to preserve and enhance the natural features of the site, to avoid disturbances of environmentally sensitive areas, to minimize adverse impacts of development on adjoining properties, to minimize the alteration of the natural features of the site and to preserve and enhance scenic points, historic buildings and places and similar community assets.

**6. Pedestrian and Vehicular Access; Traffic Management.** to ensure that proposed development and/or redevelopment is designed to (i) minimize hazards to public health and safety as a result of traffic; (ii) provide safe access and circulation on the site for expected vehicles, pedestrians, and emergency vehicles; (iii) provide off-site traffic mitigation, where required, to offset the impact of the development; (iv) reduce the traffic impacts of the proposed development on the area and the Town by incorporating traffic management devices; and (v) minimize the impact on scenic roads, historic districts, natural resources, and community character.

**7. Community Character.** To ensure that the location, size and design, building materials, and operating characteristics of the proposed development is compatible with abutting properties, the natural and built environment in the area, and the surrounding neighborhood.

**8. Utilities; Security; Emergency Systems.** To ensure that proposed development is adequately served by public or private utilities, security systems, and emergency systems.

**9. Fiscal Analysis.** To evaluate the fiscal impact of the proposed development upon the Town's municipal services.

9.3A.2 Procedures; Rules and Regulations. Applicants for special permits for Major Commercial Projects or Major Retail Projects shall submit an application on a form prescribed by the Planning Board. The Planning Board may adopt rules and regulations for the administration of such special permits. The Planning Board may require the establishment of an escrow account, pursuant to M.G.L. c. 44, s. 53G, to cover all or part of the cost of the technical review required by the project, including services provided by, but not limited to, attorneys, traffic engineers, landscape architects, civil engineers, lighting engineers, fiscal analysts, and other professionals.

9.3A.4 Standards. The following standards shall apply to applications for special permits for Major Commercial Projects or Major Retail Projects:

1. Lighting.

A. Shielding. All outdoor light fixtures shall be shielded so as to meet the goals of this Section.

B. Light Trespass. Direct light from the light source is to be confined within the property boundaries.

2. Noise

A. Ambient Noise Level. No person shall operate or cause to be operated any source of sound in a manner that creates a sound level which exceeds 70 dBA or 10 dBA above ambient, whichever is lower, when measured at the property boundary of the receiving land use.

3. Landscaping. To the extent these requirements exceed those set forth in Section 5.0 of this By-law, these requirements shall control:

A. Street Buffer Strip. Except for a required sidewalk, a landscaped buffer strip at least twenty (20) feet wide, continuous except for approved driveways, shall be established adjacent to any public road to visually separate parking and other uses from the road. The buffer strip shall be planted with grass, medium height shrubs, evergreens and shade trees having a minimum four inches in caliper measured four feet from ground level planted at least every thirty (30) feet along the road frontage. Evergreens and shade trees shall be at least eight feet in height at time of planting.

B. District Buffer Strip. A continuous landscaped buffer strip of at least ten (10) feet in width shall be provided and maintained in perpetuity between business and industrial districts and any residential districts and/or property lines. The landscape buffer strip shall be of a density to substantially screen the development in question from view, along the zoning district line in question. Plantings of various approved evergreen species are encouraged and shall be planted at a minimum height of six (6) feet.

C. Large Parking Areas. Parking areas containing over 20 spaces shall have at least one shade tree per ten (10) parking spaces, such tree to be a minimum of 2½ inches in diameter and located either in the parking area or within 10 feet of it. At least 5% of the interior of the parking area shall be maintained with landscaping, including trees, in landscape islands or plots. .

D. Fencing. Fencing may be allowed in lieu or in conjunction with plantings. Design and height of such fencing, with accompanying landscaping, shall be subject to the approval of the Planning Board.

E. Retaining Walls. Retaining walls shall be constructed to a maximum height of four (4) feet. If site conditions require elevation changes of greater than four (4) feet, retaining walls shall be terraced and landscaped.

F. Berms. The Planning Board may require a berm or berms in appropriate circumstances to promote the goals of this section.

G. Screened Areas. Exposed storage areas, refuse disposal facilities, machinery, service areas, truck loading areas, utility buildings and structures and other similar uses shall be screened from view from neighboring properties and streets using dense, hardy evergreen plantings, or earthen berms, or wall or tight fence complemented by evergreen plantings.

H. Maintenance. All landscaping features, structures and areas shall be properly maintained. Dead shrubs or trees shall be replaced within one growing season as a condition of approval.

4. Stormwater Management.

A. Consistency with the Massachusetts Stormwater Management Policy. All development shall comply with the Department of Environmental Protection's (DEP) Stormwater Management Policy (including Phase II Stormwater Management requirements), to ensure that the rate of surface water run-off from the site shall not be increased after construction.

B. Conservation Commission. Where applicable, no special permit shall be issued unless a report shall have been received from the Conservation Commission or the Planning Board's agent that the storm drainage system is consistent with DEP Stormwater Management Policy and that there is sufficient storm drainage capacity to meet the flow demands of the proposed development on-site, and where applicable, without causing surge in those storm drainage lines which serve the project and are consistent with the standards of the Town.

5. Site Development Standards.

A. Land Disturbance. Site/building design shall preserve natural topography, reduce unnecessary land disturbance and preserve natural drainage on the site to the extent possible.

B. Site Design. Placement of buildings, structures, or parking facilities shall relate to the site's scenic qualities and shall blend with the natural landscape.

C. Archeological or Historical Resources. The Planning Board may require applicants to submit the proposed development plan to the Westford Historical Commission and/or the Massachusetts Historical Commission for review and comment regarding possible archaeological or historical resources on the site.

D. Preservation of Existing Vegetation. Priority shall be given to the preservation of existing stands of trees, trees at site perimeter, contiguous vegetation with adjacent sites (particularly existing sites protected through conservation restrictions), and specimen trees.

E. Finished Grade. Finished grades should be limited to no greater than a 3:1 slope, while preserving, matching, or blending with the natural contours and undulations of the land to the greatest extent possible.

F. Topsoil. A minimum of 6" of topsoil shall be placed on all disturbed surfaces which are proposed to be planted.

6. Pedestrian and Vehicular Access; Traffic Management

A. Access. To the extent feasible, access to nonresidential uses and structures shall be provided via one of the following (i) Access via a common driveway serving adjacent



lots or premises; (ii) Access via an existing side street; (iii) Access via a cul-de-sac or loop road shared by adjacent lots or premises;

(1) Access via roadways abutting residential districts shall be avoided where possible.

(2) Access and egress to a development with frontage on more than one street shall be in a manner that causes the least impact to the surrounding neighborhoods as determined by the Planning Board.

(3) Access shall be obtained from existing driveways where such access is safe and efficient. Where two or more access ways now exist, the Planning Board may limit access to the more safe and efficient location.

B. Curb Cuts. Curb cuts shall be limited to the minimum width for safe entering and exiting, and shall in no case exceed 30 feet in width unless waived by the Planning Board for commercial truck traffic.

C. Interior Circulation. The proposed development shall ensure safe interior circulation within its site by accommodating and separating pedestrian, bike ways, and vehicular traffic and ensure safe access to all users of the buildings.

D. Transportation Plan Approval. The proposed development shall be subject to a Transportation Plan approved by the Planning Board. The Transportation Plan shall be prepared by a qualified traffic consultant and consist of the following information:

(1) A plan showing the proposed parking, loading, and traffic circulation within the site; access and egress points; and other features related to traffic generated by the proposed use.

(2) A Transportation Impact And Access Study (TIAS), detailing the expected traffic impacts. For proposed development in excess of 25,000 gross square feet or in excess of 20 peak hour vehicle trips, the required traffic study shall substantially conform to Town of Westford Guidelines for Preparation of a Transportation Impact Assessment and the Institute of Transportation Engineers' "Traffic Access and Impact Studies for Site Development: A Recommended Practice," latest edition. The Planning Board shall approve the geographic scope and content of the study. In addition, the applicant shall submit a Transportation Demand Management (TDM) plan tailored to the specific uses and the geographic location of the site.

(3) Proposed mitigation measures, if any, such as left-turn lanes, roadway widening, signage, signalization of intersections.

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<sup>17</sup> Current edition is dated 1991 and is available through the Institute of Transportation Engineers, 1099 14th Street, NW, Suite 300 West, Washington, DC 20005-3438 USA, Telephone: 202-289-0222

E. Level of Service Maintenance or Improvement.

The suggested Level of Service (LOS) of intersections impacted by the traffic generated the development shall be:

1. For newly constructed floor area, LOS "D" or better
2. For all other projects subject to special permit– present LOS if present level of service is "D" or lower

where such suggested standard is not met, or where a proposed project will result in an increase of 10 seconds of delay to a signalized intersection, the PB may require the applicant to provide detailed plans (including reconstruction concepts) that when implemented would result in a intersection LOS as set forth above, or a return to existing conditions, whichever is applicable.

F. Dangerous Intersections. The Planning Board may require safety improvements for any net increase in traffic volumes of 10% or more at an intersection that has an accident history of more than 5 accidents in the last three years for which data is available.

G. Sight Distance. Adequate sight distance shall be provided and maintained at all access locations, egress locations, and all intersections affected by the Development. At a minimum, these site distances shall meet the stricter of the Massachusetts Highway Department and American Association of State Highway Transportation Officials standards for safe-stopping sight distances as detailed in the Town of Westford Traffic and Pedestrian Safety Manual.

H. Pedestrian and Bicycle Safety. Pedestrian and bicycle circulation, and the amenities required thereof, on and off site, shall be in accordance with the following requirements:

- (1) All development and redevelopment shall provide for pedestrian and bicyclist connections on the property, and allow for possible future connections with adjoining properties, where deemed appropriate by the Planning Board.
- (2) Pedestrian access shall connect to all building entrances with further connections to local pedestrian arteries.
- (3) All road and intersection widening and new traffic signals or modification of existing traffic signals required as part of a Development or Redevelopment shall include appropriate bicycle and pedestrian accommodation.
- (4) The Planning Board may require proposed development and redevelopment to provide sufficient rights-of-way on their properties to accommodate expected needs for bicycle and pedestrian use in conformance with the general guidelines in the Route 110 Master Plan, Sidewalk Master Plan, and other Master Plans as adopted by the Town.
- (5) If the property abuts a public bikeway/ right-of-way, a paved access route to the bikeway may be required.

I. Location of Parking Areas. Where feasible, the Planning Board may require parking areas to be located to the side or behind buildings so as to provide an appropriate setting for the building within the context of the site and neighborhood.

J. Traffic Calming Features. Traffic calming measures such as crosswalks, bike lanes, rumble strips and landscaped islands may be required.

7. Community Character.

A. Compatibility with Neighborhood. The location, size and design, building materials, and operating characteristics of the proposed development shall be compatible with abutting properties, natural and built environment in the area and the surrounding neighborhood, with consideration to be given to the following:

(1) harmony in scale, bulk, massing, architectural character, building materials, placement and density;

(2) generation of traffic and the capacity of surrounding streets;

(3) consistency with the goals and objectives of the Town of Westford Master Plan and with any other applicable plan that has been adopted by the Town.

8. Utilities; Security; Emergency Systems

Projects may not overburden Town infrastructure services including water, gas, electricity and waste water systems. Building design may make use of water-conserving plumbing and minimize the amount of stormwater runoff through the use of best management practices for storm water management. Further, building may be designed to make use of natural and energy resources efficiently in construction, maintenance, and long term operation of the building, including supporting mechanical systems that reduce the need for mechanical equipment generally and its location on the roof specifically. Compliance with the Leadership in Energy and Environmental Design (LEED) certification standards and other evolving environmental efficiency standards shall be encouraged.

A. Wastewater Treatment and Disposal. The Planning Board shall require a report from the Board of Health confirming that the proposed site development provides for wastewater treatment and or disposal in a manner that is consistent with regulations of the Commonwealth of Massachusetts and the Westford Board of Health.

B. Water. There shall be a report from the Water Department confirming that there shall be sufficient water capacity to meet the flow demands of the proposed use without causing municipal water flow characteristics off-site to fall below the standards adopted by the Town.

C. Site Security. There shall be a certification by the Police Chief or their designee that the petitioner has provided a written plan for site security, which plan has been approved by the Police Chief or their designee.

D. Underground. All electrical, cable and telecommunications services shall be installed underground.

E. Fire Alarm System. There shall be sufficient municipal fire alarm system capacity to meet the operating requirements of the proposed site development and use under applicable codes, regulations, and statutes enforce by the Fire Chief or their designee.

9. Fiscal Analysis.

The proposed development should not place more demand on public services than it generates in tax revenue, or overburden the Town's utilities and infrastructure. The fiscal assessment will also consider how the proposed development would generate an additional need for, or affect the availability of affordable housing (and schools).

9.3A.5 Exemptions. The following are exempt from these special permit standards:

A. Emergency Response. Emergency responses performed by a private entity or a public agency and fire or burglar alarms.

9.3A.6 Waiver of Standards. The Planning Board may, in the course of granting a special permit for the project, waive any of these performance standards where such waiver is not inconsistent with public health and safety, and where such waiver does not undermine the purposes of this section and the proposed development will serve the goals and objectives set forth in Section 9.3A.1.

9.3A.7 Mitigation: Conditions. During the public hearing, the applicant may propose specific design alternatives and/or off-site improvements to municipal facilities to meet the performance standards. Where such proposal is acceptable to the Planning Board, such design alternatives and improvements may be incorporated as a condition in the special permit, if granted. Where such mitigation is required, the Planning Board may impose reasonable conditions, including, but not limited to, the following:

A. Timing. The Planning Board may require that all improvements shall be completed prior to the issuance of either a building permit or a certificate of occupancy for the proposed development. The Planning Board may require that improvements associated with a phased development shall be completed for that phase prior to the issuance of either a building permit or a certificate of occupancy for such phase.

B. Cost of Improvements. The required design work and cost of construction and implementation of improvements required as a condition of a special permit shall be the full responsibility of the Applicant.

C. Cost of Review and Inspection. The cost of review of plans and the cost of periodic inspection of work during construction shall be the full responsibility of the Applicant and shall be charged in accordance with procedural requirements to be adopted and from time to time, as may be amended by the Planning Board.

D. Specifications. All work proposed to improve or upgrade Town utilities and services shall be done according to the specifications established by the Planning Board or the appropriate Town department or official.

E. Road and Intersection improvements. All road and intersection improvements proposed as part of development and redevelopment shall be consistent with local plans, including but not limited to the Route 110 Master Plan and the Sidewalk Master Plan.

9.3A.8 Enforcement. The Planning Board may ensure compliance with these performance standards at the application stage by requiring evidence of probable compliance, whether by example of similar facilities or by engineering analysis, verified by technical peer review. In addition, the Planning Board may require a monitoring program at the

applicant's expense for compliance purposes for a time period as may be specified in the special permit.

#### **ARTICLE 17: Site Plan Approval Criteria / Planning Board**

It was VOTED unanimously that the Town amend, under Massachusetts General Laws Chapter 40A, the Westford Zoning Bylaw by making the following changes:

In SECTION 9.4 SITE PLAN REVIEW, SUBSECTION 9.4.7 APPROVAL, add the following items following item 8, under the paragraph ending: "New building construction or other site alteration shall be designed in the Site Plan, after considering the qualities of the specific location, the proposed land use, the design of building form, grading, egress points, and other aspects of the development, so as to":

(9) Maintain an acceptable level of traffic service, volume and infrastructure which meets the goals of the Master Plan, the Traffic and Pedestrian Safety Manual, and Route 110 Master Plan, the Sidewalk Master Plan, and other Town adopted Master Plans.

(10) Encourage alternative methods of transporting people, through public transportation, car pools and van pools, bicycling and walking, rather than near exclusive reliance on single-occupant vehicles.

#### **ARTICLE 18: General Zoning Definitions / Planning Board**

It was VOTED unanimously that the Town amend, under Massachusetts General Laws Chapter 40A, the Westford Zoning Bylaw by making the following changes:

In SECTION 10.2, GENERAL DEFINITIONS, add the following new definitions in alphabetical order:

Adequate sight distance: This term shall mean both adequate stopping sight distance and adequate intersection sight distance. Stopping sight distance (SSD) is the distance traveled that is directly related to vehicle speeds and the driver's ability to assess and react to a conflict in the roadway, and the ability to stop prior to reaching the conflict. Simply stated, SSD involves distance traveled due to perception and reaction time and braking distance. SSD is measured along the frontage roadway in relation to a proposed site driveway. The safety standard used for determining adequate SSD is the criteria cited in the AASHTO "Green Book2". This criteria is also adopted by MassHighway and noted in the MassHighway Design Manual This criteria *must* be satisfied to assure safety standards.

Ambient Noise Level: The all-encompassing noise level associated with a given environment, excluding any alleged condition of noise pollution.



Berm: A mound of earth. Such berm shall be used to shield, screen, and buffer undesirable views and to separate incompatible land uses. Berms may also be used to provide visual interest, decrease noise, control the direction of water flow, and act as dams. In traffic work, berm refers to the raised area between the curb line and right of way line.

Community Character: The image of a community or area as defined by such factors as its built environment, natural features and open space elements, type of housing, architectural style, infrastructure, and the type and quality of public facilities and services.

Curb Cut: The opening along the curb line at which point vehicles may enter or leave the roadway.

dBA: Decibel is a unit of sound pressure level. The reference level is a sound pressure of twenty micro-newtons per square meter. Zero decibels, the starting point of the scale of noise level, is about the weakest sound that can be heard by someone with good hearing in an extremely quiet locations. The noise level in an average residence is about fifty decibels.

DEP: Department of Environmental Protection

Dry well: A covered pit with an open jointed lining through which water is piped or directed from roofs, basement floors, other impervious surfaces, or swales or pipes to seep or leech into the surrounding soil.

Flood Plain: The channel and the relatively flat area adjoining the channel of a natural stream or river that has been or may be covered by flood water.

Glare: The effect produced by brightness sufficient to cause annoyance, discomfort, or loss in visual performance and visibility.

Intersection sight distance (ISD) is the site triangle created with two vehicles approaching from intersecting streets, typically one from a proposed driveway. ISD is preferred to be satisfied, but under many situations, particularly in built-up areas, are often unable to be met due to physical obstructions and/or permanent structures. In rural areas, roadside vegetation, utility poles and trees of significant diameter often restrict ISD. The requirements for SSD are also outlined in AASHTO. This criteria is preferred to be satisfied.

Level of Service: A description of traffic conditions along a given roadway or at a particular intersection.

Mitigation: Methods used to alleviate or lessen the impact of development.

Rooftop Appurtenances: The visible, functional, or ornamental objects accessory to and part of the Rooftop.

Screening: A method of visually shielding or obscuring one abutting or nearby structure or use from another by fencing, walls, berms, or densely planted vegetation.

## **ARTICLE 19: 38 West Street Easement Relocation / Board of Selectmen**

It was VOTED unanimously that the Town authorize the Board of Selectmen, pursuant to Massachusetts General Laws Chapter 40, S.3 and any other authority to accept from Alton B. Newton and Joyce F. Newton of 38 West St., Westford, Massachusetts, their successors and assigns, a perpetual drainage easement over, under and upon the area of land at 38 West St. shown as "20' Drainage Easement" on a Plan entitled "36-38 West St. Westford, Massachusetts"

dated November, 2004, prepared by Land Engineering Services, LLC, for the purpose of construction, improvement, maintenance and reconstruction of a drainage system and for all other purposes commonly associated with storm water drainage easements in the Town of Westford; and to authorize the Board of Selectmen, pursuant to Massachusetts General Laws Chapter 40, S.3 and any other authority, to abandon an existing drainage easement over, under and upon the area of land at 38 West St. shown as 10' "Drainage Easement" on a plan entitled "Plan of land in Westford, Mass" prepared by R.L.McGlinchey dated July 24,1965.

**ARTICLE 20: Sewer Easement for Stony Brook Affordable Housing Project / Board of Selectmen**

It was VOTED unanimously that the Town authorize the BOARD OF SELECTMEN, pursuant to Massachusetts General Laws Chapter.40 §3 and any other authority, to grant an easement to Westford Housing Authority, a public body, politic and corporate, organized and existing pursuant to Massachusetts General Laws Chapter 121B, with a usual place of business at 65 Tadmuck Road, Westford, Massachusetts and their successor's and assigns, with Quitclaim Covenants, for the purpose of connecting its property at 14 Farmer Way, Westford, Massachusetts to, and using, the sewer line and sewage treatment plant located on the property of the Town located at 9 Farmer Way and within the right-of-way of Farmer Way, Westford, Massachusetts, as depicted on a plan entitled "Plan of Land Showing Utility Easement On Farmers Way Cul-De-Sac Town of Westford, Massachusetts", dated October 9, 2004, prepared by Westcott Site Services.

**ARTICLE 21: Drainage Easement for Stony Brook School / Board of Selectmen**

It was VOTED unanimously that the Town authorize the BOARD OF SELECTMEN, pursuant to Massachusetts General Laws Chapter40 §3 and any other authority, to accept from Westford Housing Authority, a public body, politic and corporate, organized and existing pursuant to Massachusetts General Laws C. 121B; of 65 Tadmuck Road, Westford, Middlesex County, Massachusetts (The Grantee), their successor's and assigns, a perpetual drainage easement over, under and upon the area of land containing 18,557 sq. ft. on said Lot 4 shown on a plan entitled "Easement Plan, Stony Brook School; Westford, MA; prepared for Town of Westford, 55 Main Street; Westford, MA, 01886; Landtech Consultants, Inc." dated January 29, 2004, and their successors' and assigns, for the purpose of construction, improvement, maintenance and reconstruction of a drainage system and for all other purposes commonly associated with storm water drainage easements in the Town of Westford.

**ARTICLE 22: Drainage Easements at Chestnut Hill / Planning Board**

It was VOTED that the Town vote to authorize the BOARD OF SELECTMEN, pursuant to Massachusetts General Laws Chapter40 §3 and any other authority, to accept the following drainage easements, for the purpose of making inspections of and undertaking emergency repair and maintenance work to the Foundation Drains owned by the Grantors and installed within the Drainage Easement, said easements to include indemnification from the Grantors to the Town for the cost of emergency repairs and a general release from liability:

- (i) From Michael and Joan O'Hare of 7 Swedes Crossing, Westford, Massachusetts (The Grantors), their successor's and assigns, a 15 feet wide

- perpetual drainage easement over, under and upon the area of land on Lot 8 shown on a plan entitled "Sketch Plan of Land in Westford, MA Showing Proposed 15 feet wide foundation Drain Easement 7 Swedes Crossing", prepared by Zanca Land Surveying, dated August 17, 2004.
- (ii) From James and Catherine Hoch, of 3 Tavern Circle, Westford, Massachusetts (The Grantors), their successor's and assigns, a 15 feet wide perpetual drainage easement over, under and upon the area of land on Lot 21 shown on a plan entitled "Sketch Plan of Land in Westford, MA Showing Proposed 15 feet wide foundation Drain Easement 3 Tavern Circle", prepared by Zanca Land Surveying, dated August 17, 2004.
  - (iii) From Vinod and Mary Anne Seraphin, of 12 Swedes Crossing, Westford, Massachusetts (The Grantors), their successor's and assigns, a 15 feet wide perpetual drainage easement over, under and upon the area of land on Lot 22 shown on a plan entitled "Sketch Plan of Land in Westford, MA Showing Proposed 15 feet wide foundation Drain Easement 12 Swedes Crossing", prepared by Zanca Land Surveying, dated August 17, 2004.
  - (iv) From Edward and Karen Thomas, of 18 Swedes Crossing, Westford, Massachusetts (The Grantors), their successor's and assigns, a 15 feet wide perpetual drainage easement over, under and upon the area of land on Lot 24 shown on a plan entitled "Sketch Plan of Land in Westford, MA Showing Proposed 15 feet wide foundation Drain Easement 18 Swedes Crossing", prepared by Zanca Land Surveying, dated August 17, 2004.
  - (v) From Reginald and Carol Tucker, of 20 Swedes Crossing, Westford, Massachusetts (The Grantors), their successor's and assigns, a 15 feet wide perpetual drainage easement over, under and upon the area of land on Lot 25 shown on a plan entitled "Sketch Plan of Land in Westford, MA Showing Proposed 15 feet wide foundation Drain Easement 20 Swedes Crossing", prepared by Zanca Land Surveying, dated August 17, 2004.

#### **ARTICLE 23: Drainage Easements at Chestnut Hill / Board of Selectmen**

It was VOTED unanimously that the Town authorize the Board of Selectmen, pursuant to Massachusetts General Laws Chapter 40A § 3, to grant a non-exclusive easement to Abbot Mill, LLC, a Massachusetts limited liability company, and its successors and assigns, over portions of Pleasant Street and of Bradford Street, as shown on that certain plan of land entitled "Easement Plan Abbot Mill Pleasant and Bradford Streets Westford, Massachusetts" dated April 5, 2005, for the purpose of locating, relocating, erecting, constructing, reconstructing, installing, operations, maintaining, patrolling, inspecting, repairing, replacing, altering, extending and/or removing one or more overhead and/or underground telecommunication cables and lines for communication and/or electricity, water, sewer, and other customary utilities, and any necessary transformers, manholes, handholes, equipment, poles, wires, anchors, guys, braces, conduits, pipes, appurtenances and attachments incidental thereto, upon such terms and conditions as the Board of Selectmen deem appropriate.



**ARTICLE 24: Septic System, Sewage System, Disposal System Installation / Conservation Commission**

It was VOTED unanimously that the Town vote to amend its nonzoning Wetlands Bylaw (Chapter 171, Code of the Town of Westford) as follows:

Amend Section 171-2.B. (Use Prohibitions) by deleting the first sentence which currently reads

“In the Buffer Zone, the following uses are prohibited.”

and replacing it with the following:

“B. Use prohibitions. Within the protected 100 feet to the wetlands (hereinafter “buffer zone”) and within the wetlands specified in §171-2.A, the Conservation Commission shall prohibit the following uses.”;

And amend Section 171-2.B.(A) (under Use Prohibitions) by deleting it as it currently reads and replacing it with the following:

(1) Except as provided below, no septic system or other sewage disposal system, or any component of any septic system or sewage disposal system, shall be installed in wetlands or within the buffer zone to any wetlands (for the purpose of this section, "septic system or other sewage disposal system" shall mean all components thereof, including but not limited to leaching fields; septic tanks; distribution boxes; pump chambers; any and all connecting pipes between the structure, tank, and leaching field; sewer mains; collector lines; pump stations; tanks; manholes; and any other system components). Provided, however, that the following limited installations and uses may be permitted:

(a) A septic system or other sewage disposal system, or components thereof, located within a buffer zone serving a structure existing prior to May 7, 1994, may be replaced within the buffer zone, provided that there is no other feasible alternate location; the capacity of the existing septic system or other sewage disposal system, as shown in the Board of Health records, is not increased; and the proposed new septic system or other sewage disposal system is designed and located to achieve maximum environmental protection.

(b) Where an existing structure or structures on a property is proposed to be razed and replaced with a new structure or structures or to be remodeled, including enlargement of the structure, the Conservation Commission may allow the installation of a septic system or other sewage disposal system, or components thereof, within a buffer zone or connecting lines or pipes in a wetland if the Conservation Commission finds that the applicant provided sufficient information from a competent source to clearly demonstrate, based upon existing site conditions, the nature of the proposed septic system or other sewage disposal system or components thereof, and special design measures, that the proposed septic system or other sewage disposal system or components thereof shall provide significantly better environmental protection than provided by the existing septic system or other sewage disposal system.

(c) Further, the foregoing Section 171-2.B(A) shall not be construed to prohibit the installation of sewer mains, collector lines, pump stations, tanks, manholes or other components of any waste water treatment facility approved by the Massachusetts Department of Environmental Protection Bureau of Resource Protection pursuant to 314 CMR 5.00 when said installation is to occur in relation to a parcel or contiguous parcels under the same ownership as of November 1, 2000 which have a waste water treatment facility approved by the Massachusetts Department of Environmental Protection Bureau of Resource Protection pursuant to 314 CMR 5.00 with adequate existing capacity as determined by said Bureau of Resource Protection, and in existence as of November 1, 2000, and where DEP Bureau of Resource Protection has previously mandated that any new construction on the parcel or parcels must be connected to the existing waste water treatment facility, and it is necessary to cross through a Buffer Zone with an approved connection whose sole purpose is to connect from existing or proposed structures to the existing waste water treatment facility and where said installation in the Buffer Zone is to be located in a previously disturbed area within an existing Town maintained Right of Way.

(d) Provided further that the foregoing Section 171-2.B(A) shall not be construed to prohibit the installation of sewer mains, collector lines, pump stations, tanks, manholes or other components of any existing waste water treatment facility approved by the Massachusetts Department of Environmental Protection Bureau of Resource Protection pursuant to 314 CMR 5.00, whether or not said facility is located in another Town when:

- a. said installation is to occur solely in relation to a parcel or contiguous parcels in Westford that have been continuously used for school purposes for no less than five years prior to said installation; and
- b. the existing wastewater treatment facility has adequate existing capacity as determined by the Bureau of Resource Protection to service the needs of the school to which it is connected; and
- c. it is necessary to cross through a Buffer Zone with an approved connection whose sole purpose is to connect the school structure(s) to the existing waste water treatment facility and where said installation in the Buffer Zone is to be located in a previously disturbed area within an existing Town maintained Right of Way or State Highway."

#### **ARTICLE 25: Extension of Permits / Conservation Commission**

It was VOTED unanimously that the Town amend its nonzoning Wetlands Bylaw (Chapter 171, Code of the Town of Westford) as follows: Amend Section 171-7.C. Issuance or denial of permit; renewals; revocation by deleting the last sentence of said Section which reads:

"At the discretion of the Commission, any permit may be renewed for an additional 1-year period"

and replacing it with the following:

"The Commission may, at its discretion, extend any permit for up to three (3) periods of up to three (3) years each."

## **ARTICLE 26: Right to Farm Bylaw / Conservation Commission**

It was VOTED that the Town amend its General Bylaws by adding the following Right to Farm Bylaw:

### **RIGHT TO FARM BY-LAW**

#### **Section 1 Legislative Purpose and Intent**

The purpose and intent of this By-law is to state with emphasis the Right to Farm accorded to all citizens of the Commonwealth under Article 97 of the Constitution, and all state statutes and regulations thereunder including but not limited to Massachusetts General Laws Chapter 40A, Section 3, Paragraph 1; Chapter 90, Section 9, Chapter 111, Section 125A and Chapter 128 Section 1A. We the citizens of Westford restate and republish these rights pursuant to the Town's authority conferred by Article 89 of the Articles of Amendment of the Massachusetts Constitution, ("Home Rule Amendment").

This General By-law encourages the pursuit of agriculture, promotes agriculture-based economic opportunities, and protects farmlands within the Town of Westford by allowing agricultural uses and related activities to function with minimal conflict with abutters and Town agencies. This By-law shall apply to all jurisdictional areas within the Town.

#### **Section 2 Definitions**

The word "farm" shall include any parcel or contiguous parcels of land, or water bodies used for the primary purpose of commercial agriculture, or accessory thereto.

The words "farming" or "agriculture" or their derivatives shall include, but not be limited to the following:

- farming in all its branches and the cultivation and tillage of the soil;
- dairying;
- production, cultivation, growing, and harvesting of any agricultural, aquacultural, floricultural, viticultural, or horticultural commodities;
- growing and harvesting of forest products upon forest land, and any other forestry or lumbering operations;
- raising of livestock including horses;
- keeping of horses as a commercial enterprise; and
- keeping and raising of poultry, swine, cattle, ratites (such as emus, ostriches and rheas) and camelids (such as llamas and camels), and other domesticated animals for food and other agricultural purposes, including bees and fur-bearing animals.
- "Farming" shall encompass activities including, but not limited to, the following:
  - operation and transportation of slow-moving farm equipment over roads within the Town;
  - control of pests, including, but not limited to, insects, weeds, predators and disease organism of plants and animals;
  - application of manure, fertilizers and pesticides;

- conducting agriculture-related educational and farm-based recreational activities, including agri-tourism, provided that the activities are related to marketing the agricultural output or services of the farm;
- processing and packaging of the agricultural output of the farm and the operation of a farmer's market or farm stand including signage thereto;
- maintenance, repair, or storage of seasonal equipment, or apparatus owned or leased by the farm owner or manager used expressly for the purpose of propagation, processing, management, or sale of the agricultural products; and
- on-farm relocation of earth and the clearing of ground for farming operations.

### **Section 3      Right To Farm Declaration**

The Right to Farm is hereby recognized to exist within the Town of Westford. The above-described agricultural activities may occur on holidays, weekdays, and weekends by night or day and shall include the attendant incidental noise, odors, dust, and fumes associated with normally accepted agricultural practices. The benefits and protections of this By-law are intended to apply exclusively to those commercial agricultural and farming operations and activities conducted in accordance with generally accepted agricultural practices. Moreover, nothing in this Right To Farm By-law shall be deemed as acquiring any interest in land, or as imposing any land use regulation, which is properly the subject of state statute, regulation, or local zoning law.

### **Section 4      Public Notification**

The Town shall use available media as appropriate to notify and educate the public regarding its commitment to encouraging 1) the pursuit of agriculture, 2) the promotion of agriculture-based economic opportunities, and 3) protection of farmlands within the Town of Westford by allowing agricultural uses and related activities to function with minimal conflict with abutters and Town agencies. Should the Town establish an Agricultural Commission, this shall be one of its ongoing tasks.

### **Section 5      Resolution of Disputes**

Any person who seeks to complain about the operation of a farm may, notwithstanding pursuing any other available remedy, file a grievance with the Select Board, the Zoning Enforcement Officer, or the Board of Health, depending upon the nature of the grievance. The filing of the grievance does not suspend the time within which to pursue any other available remedies that the aggrieved may have. The Zoning Enforcement Officer or Select Board may forward a copy of the grievance to the Agricultural Commission or its agent, which shall review and facilitate the resolution of the grievance, and report its recommendations to the referring Town authority within an agreed upon time frame.

The Board of Health, except in cases of imminent danger or public health risk, may forward a copy of the grievance to the Agricultural Commission or its agent, which shall review and facilitate the resolution of the grievance, and report its recommendations to the Board of Health within an agreed upon time frame.

## **Section 6 Severability Clause**

If any part of this By-law is for any reason held to be unconstitutional or invalid, such decision shall not affect the remainder of this By-law. The Town of Westford hereby declares the provisions of this By-law to be severable;

## **ARTICLE 27: Establishing an Affordable Housing Trust Fund / Board of Selectmen**

It was VOTED that the Town accept the provisions of Massachusetts General Laws Chapter 44 Section 55C allowing for the establishment of a municipal affordable housing trust fund and, pursuant to said statute, to establish the Westford Affordable Housing Trust Fund for the purposes of providing for the creation and preservation of affordable housing in Westford for the benefit of low and moderate income households; and to establish a five (5) member board of trustees, one of whom shall be a member of the Board of Selectmen who shall serve as the representative of the Board of Selectmen-the chief executive of the Town, and the remainder to be appointed by the Board of Selectmen; the trustees shall serve for a term of two (2) years, except that two of the initial trustee appointments shall be for a term of one (1) year.

The powers of the board, all of which shall be carried on in furtherance of the purposes set forth in Massachusetts General Laws Chapter 44, §55C, shall be the following, except that the purchase, sale, lease, exchange, transfer or conveyance of any interest in real property shall be subject to the approval of the Board of Selectmen, and except that the incurring of any debt, borrowing of money, granting of mortgage or the pledging of trust assets shall be subject to the approval of Town Meeting by a two-thirds majority vote:

- (1) to accept and receive property, whether real or personal, by gift, grant, devise, or transfer from any person, firm, corporation or other public or private entity, including without limitation grants of funds or other property tendered to the trust in connection with provisions of any zoning ordinance or by-law or any other ordinance or by-law;
- (2) to purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;
- (3) to sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to trust property as the board deems advisable notwithstanding the length of any such lease or contract;
- (4) to execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the board engages for the accomplishment of the purposes of the trust;
- (5) to employ advisors and agents, such as accountants, appraisers and lawyers as the board deems necessary;
- (6) to pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the board deems advisable;



(7) to apportion receipts and charges between incomes and principal as the board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;

(8) to participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;

(9) to deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the board may deem proper and to pay, out of trust property, such portion of expenses and compensation of such committee as the board may deem necessary and appropriate;

(10) to carry property for accounting purposes other than acquisition date values;

(11) to borrow money on such terms and conditions and from such sources as the board deems advisable, to mortgage and pledge trust assets as collateral;

(12) to make distributions or divisions of principal in kind;

(13) to comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the board may deem appropriate;

(14) to manage or improve real property; and to abandon any property which the board determined not to be worth retaining;

(15) to hold all or part of the trust property uninvested for such purposes and for such time as the board may deem appropriate; and

(16) to extend the time for payment of any obligation to the trust.

As set forth in the statute:

(1) The trust is a public employer and the members of the board are public employees for purposes of chapter 268A.

(2) The trust shall be deemed a municipal agency and the trustees special municipal employees, for purposes of chapter 268A.

(3) The trust is exempt from chapters 59 and 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the commonwealth or any political subdivision thereof.

(4) The books and records of the trust shall be audited annually by an independent auditor in accordance with accepted accounting practices.

(5) The trust is a governmental body for purposes of sections 23A, 23B and 23C of chapter 39.

(6) The trust is a board of the town for purposes of chapter 30B and section 15A of chapter 40; but agreements and conveyances between the trust and agencies, boards, commissions, authorities, departments and public instrumentalities of the city or town shall be exempt from said chapter 30B.

A MOTION was made and seconded to adjourn the meeting to 7:00pm the following Monday. The MOTION FAILED for lack of majority.

#### **ARTICLE 28: Creation of an Agricultural Commission / Conservation Commission**

It was VOTED that the Town establish an Agricultural Commission to represent the Westford farming community. Said Commission shall serve as facilitators for encouraging the pursuit of agriculture in the town, shall promote agricultural-based economic opportunities, shall assist in resolving conflicts involving agriculture, and shall participate in educating the community on the benefits of local agriculture. For the purposes of this by-law, farming will include commercial enterprises involving food production, livestock (including horses), plant and nursery stock, forestry, and agricultural activities directly related to those activities such as beekeeping.

The Commission will consist of three members from the active farming community of Westford, and two who are interested in agriculture but are not necessarily commercial farmers, appointed by the Board of Selectmen. Three members shall serve for a term of three years; two members for a term of two years, and three years thereafter. Up to three alternates may also be appointed by the Board of Selectmen; each for one-year terms;

#### **ARTICLE 29: Creation of a Sewer District / Town Manager**

Article 29 was taken out of order following Article 13.

It was VOTED to adjourn the 276<sup>th</sup> Annual Town Meeting at 5:42 pm.

A True Record: Attest

Kaari Mai Tari  
Town Clerk

# **SPECIAL TOWN MEETING**

**October 17, 2005**

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 17, 2005, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. Two hundred twenty-eight voters were in attendance as the meeting began.

Ellen Harde, Town Moderator, declared that a quorum was present and called the meeting to order at 7:50 pm.

It was voted unanimously to allow Town employees and consultants who are not residents to address this meeting.

## **CONSENT CALENDAR**

The following four articles were DISMISSED unanimously under a consent calendar:

**Article 7: Chapter 90 Appropriation**

**Article 9: Capital Requests, Various Departments**

**Article 18: 527 Groton Road Sidewalk Easement**

**Article 19: Street Acceptance: Trailside Estate**

## **ARTICLE 1: Home Rule Petition to Allow Retired Police Officers to Work Details / Town Manager**

It was **VOTED** that the Town authorize the Board of Selectmen to file the following home rule petition with the legislature.

### **BY HOME RULE PETITION TO THE MASSACHUSETTS LEGISLATURE FOR ENACTMENT:**

#### **AN ACT RELATIVE TO THE APPOINTMENT OF RETIRED POLICE OFFICERS IN THE TOWN OF WESTFORD.**

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

**SECTION 1.** The manager of the town of Westford may appoint, as he deems necessary, retired Westford police officers as special police officers for the purpose of performing police details or any police duties arising therefrom or during the course of police detail work, regardless of whether or not related to the detail work. The retired police officers must have been regular Westford police officers and retired based on superannuation. The special police officers shall be subject to the same maximum age restriction as applied to regular police officers under chapter 32 of the General Laws. A special police officer must pass a medical examination, by a physician or other certified professional chosen by the town, to determine that he is capable of performing the essential duties of a special police officer, the cost of which shall be borne by the special police officer, prior to performing police details.



**SECTION 2.** Special police officers appointed under this act shall not be subject to chapter 31 of the General Laws or to section 99A of chapter 41 of the General Laws.

**SECTION 3.** Special police officers shall, when performing the duties under section 1, have the same power to make arrests and perform other police functions as do regular police officers of the town of Westford.

**SECTION 4.** Special police officers shall be appointed for an indefinite term, subject to removal by the town administrator at any time with 14 days written notice. Upon request, the town administrator shall provide the reasons for removal in writing.

**SECTION 5.** Special police officers shall also be subject to the rules and regulations, policies and procedures and requirements of the town administrator and the chief of police of the town of Westford, including restrictions on the type of detail assignments, requirements regarding medical examinations to determine continuing capability to perform the duties of a special police officer, requirements for training, requirements for firearms licensing and qualifications and requirements regarding uniforms and equipment. Special police officers shall not be subject to section 96B of chapter 41 of the General Laws.

**SECTION 6.** Special police officers shall be sworn before the town clerk of the town of Westford who shall keep a record of all such appointments.

**SECTION 7.** Special police officers appointed under this act shall be subject to section 100 and section 111F of chapter 41 of the General Laws. The amount payable under said section 111F of said chapter 41 shall be calculated by averaging the amount earned over the prior 52 weeks as a special police officer working police details, or averaged over such lesser period of time for any officer designated as special police officers less than 52 weeks prior to the incapacity. In no event shall payment under said section 111F of said chapter 41 exceed, in any calendar year, the limitation on earning contained in paragraph (b) of section 91 of chapter 32 of the General Laws. Payment under said section 111F of said chapter 41 shall terminate when a special police officer reaches the age of 65. In the event the age limitation applicable to regular police officers serving a town is increased from the current 65 years of age, the termination of benefits under said section 111F of said chapter 41, as provided herein to special police officers, shall terminate at such a higher age limit, but in no event shall the benefits extend beyond the age of 70 for any special police officer. Special police officers appointed under this act shall not be subject to section 85H of said chapter 32, nor eligible for any benefits pursuant thereto.

**SECTION 8.** Appointment as a special police officer shall not entitle any individual appointed as such to assignment to any detail.

**SECTION 9.** Retired Westford police officers, serving as special police officers under this act shall be subject to the limitations on hours worked and on payments to retired town employees under paragraph (b) of section 91 of chapter 32 of the General Laws.

**SECTION 10.** This act shall take effect upon its passage.

*Selectmen recommend approval  
Finance Committee recommends approval*

## **ARTICLE 2. Home Rule Petition to Revise Effective Dates of Elected Boards or Committees / Town Manager**

A MOTION was made and seconded to authorize the Board of Selectmen to file the following home rule petition with the legislature.

**BY HOME RULE PETITION TO THE MASSACHUSETTS LEGISLATURE FOR ENACTMENT:**

**AN ACT AUTHORIZING THE TOWN OF WESTFORD TO CHANGE THE COMMENCEMENT AND EXPIRATION DATES OF ELECTED OFFICIALS' TERMS OF OFFICE.**

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

**SECTION 1.** Notwithstanding the provisions of any general or special law to the contrary, the term of office for all elected officials in the Town of Westford shall begin at noon on the day after the final adjournment of the Annual Town Meeting following their election, and the term shall end on noon of the day after the final adjournment of the Annual Town Meeting in the final year of the term of office.

**SECTION 2.** The Town of Westford Bylaws shall be amended so that the following sentence is added to Section 51.1.A: “ The terms of officials chosen at this election shall begin on noon of the day after the final adjournment of the Annual Town Meeting following the election and end on noon of the day after the adjournment of the Annual Town Meeting in the final year of the term.”

**SECTION 3.** This act shall take effect upon its passage.

The motion **FAILED** for lack of majority.

*Selectmen Recommend Approval*

**ARTICLE 3: Compensation Plan Amendment / Town Manager**

It was VOTED that the Town amend the Play Classification Plan for non-unionized municipal employees, effective November 1, 2005 by creating the following new position: and to add the said position to the Play Classification Plan.

Job Title/Position	Band	Min	Mid	Max
Database Manager	Band 4	\$42,750	\$51,062	\$61,157

*Selectmen Recommend Approval*

It was then VOTED to take Article 11 out of order to be discussed with Article 4. The vote under Article 11 follows the vote under Article 4.

**ARTICLE 4: FY 2006 Budget Adjustments / Town Manager**

It was VOTED that the Town raise and appropriate the sum of SIX HUNDRED FIFTY EIGHT THOUSAND EIGHT HUNDRED THIRTY FIVE (\$658,835.00) DOLLARS in order to supplement the following Fiscal Year 2006 Operating Budgets:

Dept. 131 Finance Committee, Reserve Fund	\$252,472.00
Dept. 155 Technology, Personal Services	40,000.00*
Dept. 305 Westford Public Schools	247,263.00
Dept. 510 Board of Health, Personal Services	14,100.00**
Dept. 911 Employee Benefits & Insurance	105,000.00***

And further that the Town appropriate from Ambulance Enterprise Free Cash the sum of SIX THOUSAND FOUR HUNDRED (\$6,400.00) DOLLARS in order to supplement the following Fiscal Year 2006 Operating Budget:

Department 230 Ambulance Enterprise Fund, Expense

\*It was VOTED to amend the motion of \$52,500 to \$40,000 to prorate the annual salary of a Database Manager for the remainder of the fiscal year.

\*\*It was VOTED to add \$14,100 to increase the hours for the public nurse from 15 to 30 hours per week

\*\*\*It was VOTED to increase the employee benefits by \$5,000 to add coverage for the public nurse.

*Selectmen Recommend Approval  
Finance Committee Recommends Approval except Dept. 155 Technology*

#### **ARTICLE 11: Reduce Amount Raised by Taxes in FY2006**

It was VOTED that the Town direct the Assessors to take the following available funds to reduce the net amount to be raised for Fiscal Year 2006:

\$ 66,892.08	From Fund Balance Designated for Debt Service
\$203,590.72	From Fund Balance Designated for Debt Exclusion Reduction
\$2,416,251.00	From Free Cash*

\*Amount was determined by the vote under Article 4.

*Selectmen Recommend Approval  
Finance Committee Recommends Approval*

#### **ARTICLE 5: FY2006 Budget Transfers / Town Manager**

It was VOTED unanimously that the Town transfer the sum of FORTY FOUR THOUSAND TWO HUNDRED FORTY SIX (\$44,246.00) DOLLARS from Department 310 Nashoba Valley Technical High School to the following Fiscal 2006 accounts in the following amounts:

Dept. 131 Finance Committee Reserve Fund	\$ 22,528.00
Dept. 155 Technology, Expense	8,720.00
Dept. 161 Town Clerk, Personal Services	1,063.00
Dept. 174 Planning Board, Expense	3,500.00
Dept 539 Adult Supportive Day, Personal Svcs	2,197.00
Dept 540 Senior Center, Personal Services	1,741.00
Dept. 541 Council On Aging, Personal Services	4,497.00

*Selectmen Recommend Approval  
Finance Committee Recommends Approval*

#### **ARTICLE 6: Community Preservation Funds Appropriation / Community Preservation Committee**

It was VOTED unanimously that the Town, pursuant to Mass. Gen. Laws c. 44B, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Undesignated Fund Balance the sum of \$2,133,654 (TWO MILLION ONE HUNDRED THIRTY THREE THOUSAND SIX HUNDRED FIFTY FOUR DOLLARS) or some other sum, as follows:

\$1,500,000	Towards the purchase of East Boston Camps.	<i>Open Space and Recreation</i>
\$120,000	For pre-development site studies for the evaluation, creation, and development of affordable housing in Westford.	<i>Affordable Housing Committee-Community Housing</i>
\$190,000	To assist the Conservation Commission in the facilitation of and the actual purchase of land.	<i>Conservation Commission-Open Space</i>
\$2,750	For the restoration and preservation of historic grave markers in Westford's historic cemeteries.	<i>Parks, Recreation, and Cemetery Department-Historic Preservation</i>
\$100,577	To fund the balance for Community Housing.	<i>Community Housing Reserve</i>
\$217,827	To fund the balance for Historic Resources.	<i>Historic Resources Reserve</i>
\$2,500	To the Community Preservation Committee for administrative expenses (administration expenses need to be appropriated annually. Any unused funds are returned to the undesignated community preservation balance).	<i>Community Preservation Committee</i>

*Selectmen Recommend Approval  
Finance Committee Recommends Approval*

## **ARTICLE 7: Chapter 90 Appropriation / Board of Selectmen**

This article was **DISMISSED** under the Consent Calendar.

## **ARTICLE 8: Acceptance of Land in Lieu of Taxes: Map 7-65 and Map 7-64, Overlook Circle / Conservation Commission**

It was VOTED unanimously that the Town, pursuant to Mass. Gen. Laws c. 60 s. 77C and Mass. Gen. Laws c. 40, s. 8C, accept from Townsend Gardens Inc. and George Georges in lieu of foreclosure and for conservation purposes a deed to certain parcels of land comprising approximately 2.0 acres located off Mark Vincent Drive and identified as being shown as parcels 64 and 65 on Westford Assessors' map number 7 and further identified as being shown Lots 45 and 46 on Land Court Plan 18427-M; said land to be under the care and custody of the Conservation Commission for the protection of the natural and watershed resources of the Town.

*Selectmen Recommend Approval  
Finance Committee Recommends Approval*

**ARTICLE 9: Capital Requests, Various Departments / Town Manager**

This article was DISMISSED under the Consent Calendar.

It was VOTED to take Article 14 out of order so that it could be discussed with Article 10 and voted following the vote under Article 10.

**ARTICLE 10: Clarify STM 2004 Senior Center Capital Appropriation / Town Manager**

It was VOTED unanimously that the Town clarify the action taken under Article 10 at the Special Town Meeting of October 18, 2004 by authorizing the Board of Selectmen to expend FIFTY THOUSAND (\$50,000.00) DOLLARS for a feasibility study for the siting of a new senior center and/or expansion of the current site.

Mr. Shaffer requested that the Historical Commission have input into the feasibility study if the Cameron Senior Center is expanded because it is an historic building.

*Selectmen Recommend Approval  
Finance Committee Recommends Approval*

**ARTICLE 14: Transfer of Care and Custody of a Portion of Cameron School Conservation Land from the Conservation Commission to the Council on Aging / Council on Aging**

It was VOTED by a two-thirds majority that the Town, pursuant to MGL Chapter 40, S. 15A, transfer from the Conservation Commission to the Council on Aging, the care, custody and control of, and to change the use thereof for expansion of the Cameron Senior Center, the land currently under the care and custody of the Conservation Commission located southerly of, but not abutting Pleasant St. identified as being a portion of that land being shown as Parcel 91 on Westford Assessors' Map Number 53; and further identified as being that land shown as "Parcel "A"" on a plan of land entitled "Plan of Land in Westford, MA. Prepared for Westford Conservation Commission" dated August 14, 1991 by Richard L. McGlinchey; and

And that the Town, in order to meet the intent of Article 97 of the Massachusetts Constitution, transfer, from the Board of Selectmen to the Conservation Commission, the care and custody and control of land located at the end of Bradford St. identified as that land being shown as Parcel 2 on Westford Assessors' Map Number 52, and further identified as being that land shown as "Lot B" on a plan of land entitled "Plan of Land in Forge Village, Westford, Mass. Belonging to Abbot Worsted Company", dated January 31, 1956 by Frederick Burne and recorded at the Middlesex North District Registry of Deeds at Book of Plans 87, Plan 59A (sometimes referred to as the "Indian Meeting Ground" parcel); and

And that the Town transfer, from the Tax Possession Sale Committee to the Conservation Commission, the care and custody and control of land located westerly of Brookside Road identified as being that land shown as Parcels 5 and 50 on Westford Assessors' Map Number 67, and further identified as being a portion of that land being shown as "Lot No. 1" on a plan of land entitled "Plan of Land in Brookside, Westford, Mass." dated February, 1905 by Smith and



Brooks, Civil Engineers and Recorded at the Middlesex North District Registry of Deeds at Book of Plans 21, Plan 49A;

All actions to be conditional upon authorization from the Massachusetts Department of Environmental Protection and the Massachusetts Legislature, the General Court; and

That the Town authorize the Board of Selectmen to file special legislation with the General Court authorizing the transfer from the Conservation Commission to the Council on Aging, the care, custody and control of and the change of use thereof from conservation to the expansion of the Cameron Senior Center, the land currently under the care and custody of the Conservation Commission located southerly of but not abutting Pleasant St., identified as being a portion of that land being shown as Parcel 91 on Westford Assessors' Map 53, and further identified as being that land shown as Parcel "A" on a plan of land entitled "Plan of Land in Westford, MA. Prepared for Westford Conservation Commission" dated August 14, 1991 by Richard L. McGlinchey; on condition that the above referenced parcels are transferred to the care, custody and control of the Conservation Commission.

Except that, the entire vote under this article 14 is contingent upon the Permanent Town Building Committee's feasibility study finding that the Senior Center should be relocated and/or expanded to the Conservation Commission parcel A referenced in the first paragraph of this motion; in the event that said finding is made by the said committee then this vote shall take effect upon the receipt by Board of Selectmen of said finding.

*Selectmen Recommend Approval*

**ARTICLE 11** was taken out of order following Article 4.

The presence of a quorum was questioned prior to the vote under Article 12. There were at least 200 voters counted present and the meeting continued.

**ARTICLE 12: Rezoning 8 Carlisle Road from Residential A to Commercial Highway / Petition**

A MOTION was duly made and seconded and was amended by a majority to include only the applicant's lot identified as parcel 17-29 on the Assessors Map of Westford. It was therefore VOTED by a two-thirds majority counted vote (131 ayes to 64 nays) that the Town amend its Zoning Bylaw and in connection therewith to amend its Zoning Map adopted May 6, 1978 and on file in the Office of the Town Clerk, to extend the "Commercial Highway" zone from the corner of the zone at Carlisle Road to include the lot shown on Westford Assessors map as parcel 17-29.

*Selectmen Recommend Approval 3-2  
Planning Board Recommends Against Approval*

**ARTICLE 13: Telecommunications Antenna, 17 Main Street / Water Commissioners**

It was VOTED unanimously that the Town authorize the Board of Water Commissioners, pursuant to Mass. Gen. Laws c. 40, s. 3 and 4 to enter into a lease for certain Town of Westford owned property at 17 Main Street identified as Westford Assessors Map 55, Parcels 2 and 3 and

Assessors Map 21, Parcel 42; said lease to be for the purposes of constructing and maintaining a telecommunications facility on the existing water tower on said property as well as for access to and from said water tower and for constructing and maintaining utilities appurtenant to the telecommunications facility; said lease to be awarded pursuant to a Request for Proposals and to be upon such terms and for such length of time as the Board of Water Commissioners deems proper.

**ARTICLE 14** was taken out of order following Article 10.

**ARTICLE 15: Transfer of Title of Land, portion of Parcel 6-Map 51 on Concord Road and Beaver Brook Road / Board of Selectmen**

It was VOTED unanimously that the Town authorize the Tax Possession Sale Committee to transfer for no consideration/nominal consideration, any and all right, title and interest that the Town of Westford may have arising out of an Instrument of Taking dated October 4, 1967 and recorded in the Middlesex North District Registry of Deeds in Book 1817, Page 262, in a portion of the land on Concord Road and Beaver Brook Road, shown as Parcel 6 on the Town of Westford Assessors' Map 51, to Linnea S. Flint of 4 Beaver Brook Road.

*Selectmen recommend approval*

**ARTICLE 16: Stony Brook School Electric Easement / Board of Selectmen**

It was VOTED unanimously that the Town authorize the Board of Selectmen, pursuant to Mass. Gen. Laws c. 40 s. 3 to grant an easement to Massachusetts Electric on the Stony Brook middle school land at 9 Farmers Way for the operation and maintenance of utility lines located above and below ground as well as any and all other items under Massachusetts Electric control.

*Selectmen recommend approval*

**ARTICLE 17: 508 Groton Road Sidewalk Easement / Planning Board**

It was VOTED unanimously that the Town authorize the Board of Selectmen, pursuant to Mass. Gen. Laws c. 40 s. 3, to acquire by gift or purchase a perpetual sidewalk easement on the land located at 508 Groton Road (shown as Parcel 11-1 Map 46 of the Town of Westford Assessors' Map) for the purpose of construction, maintenance, improvement, and reconstruction of sidewalks on Groton Road; and for all other purposes commonly associated with sidewalk easements in the Town of Westford.

*Selectmen recommend approval*

**ARTICLE 18: 527 Groton Road Sidewalk Easement / Planning Board**

This article was DISMISSED under the Consent Calendar.

**ARTICLE 19: Street Acceptance: Trailside Estate / Planning Board**

This article was DISMISSED under the Consent Calendar.

**ARTICLE 20: Change Portion of Farmer’s Way to Freedom Drive / Veterans Service Director**

A MOTION was made and seconded to change a portion of the street name from “Farmer’s Way” to “Freedom Drive”; the portion of roadway to be renamed from Farmer’s Way to Freedom Drive is from the existing intersection with Groton Road (Route 40) heading southerly for a distance of approximately 1547 feet to the first intersecting driveway on the easterly side of the roadway. The remainder of the roadway will remain as Farmer’s Way.

The motion FAILED for lack of majority.

*Selectmen recommend against approval 3-2*

**ARTICLE 21: Town Report Printing on Fiscal Year / Board of Selectmen**

It was VOTED unanimously to DISMISS this article.

**ARTICLE 22: Review of the Public Health Regulations to Amend Bylaws Relating to Non-criminal Disposition Violation / Board of Health**

It was VOTED that the Town amend CHAPTER 1 sec 1.4 GENERAL BYLAW OF THE TOWN OF WESTFORD MASSACHUSETTS titled non criminal disposition as follows:

a) Rephrase Section 11c which currently reads:

Board of Health Regulation	Offense	Enforcing Person	Offense	Fine
§ 11c	Violation of regulation on the sale of tobacco products to minors by employee	Board of Health	1st and each subsequent offense	\$300

To read as follows:

Board of Health Regulation	Offense	Enforcing Person	Offense	Fine
§ 11c	Violation of regulation on the sale of tobacco products to minors by employee	Board of Health	1st and each subsequent offense	\$200

b) Rephrase Section 11a which currently reads:

Board of Health Regulation	Offense	Enforcing Person	Offense	Fine
§ 11a	Regulation on smoking in a non-smoking area	Board of Health	1st offense	\$25
			2nd offense	\$50
			Subsequent offenses	\$100



To read as follows:

Board of Health Regulation	Offense	Enforcing Person	Offense	Fine
§ 11a	Regulation on smoking in a non smoking area	Board of Health	1st offense	\$100
			2nd offense	\$200
			Subsequent offenses	\$300

c) Insert the following new SECTION 14A VIOLATION OF REGULATIONS BY PROPRIETORS OR MANAGERS OF THE SMOKE FREE WORKPLACE LAW to read as follows:

Board of Health Regulation	Offense	Enforcing Person	Offense	Fine
§ 14a	Violation of Regulations by proprietors or manager of the smoke-free workplace law	Board of Health	1st offense	\$200
			2nd offense	\$200
			Subsequent offenses occurring within two years of second violation	\$300

*Selectmen Recommend Approval*

The presence of a quorum was again questioned at 11:30 pm.

The Moderator determined that a 200 voter quorum was not present and it was VOTED to adjourn the Meeting to a time certain on Tuesday, October 18<sup>th</sup> at 7:00 pm.

On October 18<sup>th</sup> when the quorum could not be obtained by 7:15pm, it was VOTED to adjourn Town Meeting and no action will be taken on the remaining articles 23 and 24.

A true copy attest,

Kaari Mai Tari  
Town Clerk



## BOARD OF SELECTMEN

It is my pleasure to present the Annual Report of the Board of Selectmen for the Town of Westford for calendar year 2005.

The year began with Town staff and many boards, committee members, and volunteers working cooperatively with town residents, the Hyams Foundation, and the Trust for Public Land to purchase East Boston Camps. On February 7, 2005, at a Special Town Meeting held at the Abbot School, over 700 voters unanimously approved the purchase of East Boston Camps for \$13,500,000 using Community Preservation Funds and over \$400,000 of privately donated funds raised in partnership with the Westford Land Preservation Foundation.

Dini Healy-Coffin  
*Chair*  
Chris Romeo  
*Vice-chair*  
Robert Jefferies  
James G. Silva  
Valerie Wormell

East Boston Camps is a beautiful 286-acre parcel of land, situated between Stony Brook and Keyes Brook, which are the sources of Westford's primary drinking water aquifer. Within the middle of the parcel lies Burge's Pond, a large pristine pond that contains no development on its shore. There are a large variety of habitats both plant and animal on the property and it is now open to the public. The hours of operation and rules and regulations can be found at [www.ebcwestford.net/](http://www.ebcwestford.net/).

Following the acceptance of the purchase of East Boston Camps, the Board of Selectmen clearly voiced their desire to form a master planning committee that represented both a cross section of town departments as well as people of diverse backgrounds who would serve to represent the town's citizens. The East Boston Camps Master Planning Committee was therefore appointed and is comprised of nine members and is meeting regularly to author a plan for the property's future use that is in keeping with past commitments for the parcel and its conservation restriction. Their recommendations will be brought to Town Meeting for a vote before the plan is enacted.

Regarding financial matters, the town voters did not pass a Proposition 2<sup>1/2</sup> override that had been proposed by the Board of Selectmen. However, through cooperative efforts between the Selectmen, town departments, schools, the Finance Committee and citizens, the Town Manager Steve Ledoux was able to provide a balanced budget. The Board of Selectmen will continue to be mindful of the needs of the community to maintain excellent schools and services coupled with the public's desire to keep tax increases at a minimum.

The new Highway Garage is still under construction and the department will be moving into it soon. The Permanent Town Building Committee is working with the Board of Selectmen and town staff to address cramped office space needs at Town Hall and the Recreation Department in Graniteville. Brookside Mills have been completed and fully occupied and Abbot Mills are in the process of rolling out their plans to renovate the mill. The Pleasant Street bridge is still closed and under construction making it difficult for people to access Forge Village. We are all looking forward to it opening soon. An oil spill occurred at the Abbot School due to a crack in a pipe. The oil tank has been removed and an environmental clean up continues on the site and a new tank and piping will be installed.

*Board of Selectmen*

In 2005, Selectman Allan Loiselle chose not to seek re-election. A new member, Valerie Wormell, was elected to replace Allan while Dini Healy-Coffin was elected to her fourth term. The Board of Selectmen wishes to thank Allan Loiselle for his diligent service to the town. His common sense approach and breadth of knowledge of the town will be missed. Thank you Allan!

Thank you to all residents, businesses and town employees for your continued support of our community. I am always amazed at the number of bright, capable and hard working citizens who volunteer their time to enhance the town of Westford. Again, thank you!

Respectfully submitted,

Dini Healy-Coffin  
Chair, Board of Selectmen

## TOWN MANAGER

Calendar year 2005 began the way 2004 ended, with a flurry of activity swirling around the purchase of East Boston Camps by the Town. In November 2004, I had announced that an agreement to purchase the 286 acre parcel had been reached between the Town and the Hyams Foundation, with the invaluable assistance of the Trust for Public Land for \$13,500,000. January 2005 saw us rapidly working towards a Special Town Meeting that would be held on February 7. The primary focus of the activity was to draw up a conservation restriction for the property so there would be clarity as to how the property would be protected, prior to the Special Town Meeting. To that end, several meetings with “stakeholders,” that included the Conservation Commission, the Westford Conservation Trust, the Westford Land Preservation Foundation, the Parks and Recreation Commission, the Selectmen, Westford Environmental News and Action Committee (WENAC), The Trust for Public Land, Town Counsel, and the Town Manager were held where the elements of the conservation restriction were agreed to by consensus.

Steven L. Ledoux  
*Town Manager*

February 7 was an historic moment for the Town. Town Meeting, with over 700 voters present, unanimously approved the purchase of the East Boston Camps, using funds raised by the Community Preservation Act. At the time, this was the single largest purchase utilizing CPA funds in the Commonwealth. The Westford Land Preservation Foundation also privately raised over \$400,000 to offset the costs of this extraordinary purchase. The Community Preservation Committee, the Westford Land Preservation Foundation, and the Westford Conservation Trust are to be commended and thanked for their invaluable assistance. The work on the East Boston Camp property has not ended, however. Town meeting voted that a master plan be adopted for the property. The Board of Selectmen appointed a nine-member Master Plan Committee, charged with presenting a proposed master plan to a future Town meeting. Until that happens, current uses, including the summer use by the East Boston Social Center, will continue.

Financially, Town meeting in May appropriated \$75,046,161 as the Town’s operational budget for fiscal year 2006. Despite a failed override of Proposition 2½ as well as a capital exclusion, the Selectmen, School Committee, Finance Committee, and Town Manager were able to agree on a budget that kept the Town rock steady. The Town also settled contracts with the Westford Police Association, Westford Superior Officers Association, the International Association of Fire Fighters, the Westford Public Works Association, and the Communication Workers of America in keeping within the budgetary goals established by the Board of Selectmen.

Organizationally, the Town reached an agreement with the School Committee to create joint partnerships for both technology and human resources., an effort that will be an example for other communities in the Commonwealth and establish efficiencies for the delivery of these key common functions. Pamela Tebbetts was hired in March as the first HR Director for both the town and schools.

From an infrastructure point of view, construction commenced in July and ended in the fall for the town center sewer line, which connects Town Hall, the J.V. Fletcher Library, the Central Fire Station, the Police Station, Roudenbush Community Center and Roudenbush Frost to the treatment plant at Abbot School. Traffic lights at the intersection of Boston Road and I 495

finally were activated in December. In late December, an oil leak was detected at the Abbot School. Oil tank removal and environmental cleanup continue on into the New Year.

As always, every year brings challenges, changes, disappointments, and accomplishments. The greatest asset for Westford is its people, who are always willing to roll up their sleeves and help solve a problem. I would like to thank the Selectmen, Town staff, our dedicated volunteers and the citizens for their support over the past year.

Respectfully submitted,

Steven L. Ledoux  
Town Manager

## AFFORDABLE HOUSING COMMITTEE

The AHC has had a spirited year in 2005. Westford continues to enjoy progress in its diversified housing opportunities and has seen modest increases in its affordable housing percentages. Private development has played a large part in this effort; however, the AHC has continued its advocacy of a balanced, sensitive approach in the area of Massachusetts General Laws c. 40B.

The Committee continues its cooperative efforts with the Housing Authority in seeking housing opportunities for a variety of income levels. The AHC has stepped up monitoring efforts of ongoing development projects which contain affordable components.

In the Fall of 2005 the AHC completed its comprehensive review of municipal land by prioritizing parcels eligible for consideration of affordable housing development. We are indebted to the Land Acquisition Oversight Committee for their comprehensive report and the careful consideration the committee gave to the cause of affordable housing.

Most recently, the AHC has begun work with Habitat for Humanity in Lowell in an effort to launch a joint partnership within our borders with this nationally recognized group.

The AHC continues its look at Westford's Zoning Bylaws in an attempt to update those portions that speak to affordable housing. It is our collective desire to suggest changes for the Town's consideration that make sense for all concerned.

Projects of note include the Woodlands at Laurel Hill near the Acton border. This project was closely followed by the AHC and Housing Authority. Permits have been granted and this development will add a substantial number of affordable units to the Town's inventory. This project, in addition to the Housing Production Plan approved by the Commonwealth, will empower our Zoning Board of Appeals in its efforts to constructively manage 40B applications.

Communication between the AHC and the Zoning Board of Appeals continues to be beneficial as evidenced by the success of the application and hearing process of the Woodland's project. The AHC's strategy of assigning responsibility to at least one committee member for each newly proposed private project has paid off, and this project will more significantly impact our affordable housing cache. Our mission statement continues to be fulfilled by providing diversified housing opportunities to families in need, while remaining sensitive to environmental, architectural, safety and infrastructure impacts.

The Committee was pleased to attend, as honored guests, the ribbon-cutting ceremony for the opening of the William D. Coakley Complex in November of 2005. It was a proud moment for all in attendance after many years of hard work.

Elaine Nickerson  
*Chair*  
Diane Holmes  
*Vice Chair*  
Ann Eno  
Carl Lyman  
Mary Trubey  
Christopher Romeo  
Jim Silva  
Scott Hazelton  
Lauren Coffey  
Bruce Caldwell  
Mary Lynn Galgano

Chris Pude\*  
*Director*  
Norman Khumalo\*  
*Assistant Town Manager*  
\*=non voting member



Finally, I am also pleased to announce that after more than five years of service to the committee as its chair, the torch has now been passed to the capable hands of Elaine Nickerson. Elaine has served as the vice-chair to the committee for several years and works as a professional consultant in the area of affordable housing. Elaine will be joined by Diane Holmes, elected as vice-chair. Diane's professionalism and sensitivity are a most welcome addition to the leadership of the group. Finally, the committee welcomed a most enthusiastic Mary Lynn Galgano to the fold. As for me, I will continue to be an active member of the Affordable Housing Committee, and thank my fellow members for their hard work, incredible spirit and dedication to a truly just cause and mission. It was a privilege to serve as your chair.

Respectfully submitted,

Christopher A. Romeo,  
Affordable Housing Committee

## ANIMAL CONTROL DEPARTMENT

The Animal Control Department patrols the towns of Westford and Tyngsborough, impounding dogs running at large, unlicensed dogs, investigates dog attacks, barking dogs, and reports of animal cruelty.

In addition the Animal Control Department issues quarantines in the town of Westford, inspects barns, and kennels and responds to public safety issues including the interaction of wildlife and residents.

Michael E. Harrington  
*Chief Animal Control Officer*

Meg Mizzoni  
Tim Whitcomb  
*Asst Animal Control Officers*

In 2005 Animal Control Officers responded to or provided assistance for:

- 1426 dog-related complaints
- 1248 wildlife-related complaints
- Investigated 89 cruelty/neglect reports
- 12 reported mountain lion/bobcat sightings
- 1456 deceased animals removed from public roadways

# BOARD OF ASSESSORS

The Assessors office completed its annual interim revaluation for fiscal 2006. This is based on a valuation date of January 1, 2005 for FY 2006. Approximately 2000 parcels were visited as well as a thorough sales analysis of sales occurring in calendar year 2004. The Assessors office has also analyzed all land sales, land residuals, and tear downs. Market values have continued to appreciate because of demand and desirability to live in Westford. New growth for FY 2006 was \$86,758,320, which was a decrease of \$11,454,659 from FY 2005. This growth was due to:

Titus Palmer, *Chair*  
Diane Holmes  
Kevin Burke  
  
Jean-Paul Plouffe  
*Principal Assessor*

1. Continued inspection of approximately 2000 homes that have not been reviewed since prior to 1996.
2. Full utilization of all sources of information on properties, such as MLS listings and sales.
3. Significant decrease in personal property of \$18,038,455.
4. Limited amount of new construction of single family homes.
5. Completion of three condo developments.

The total FY 2006 value of all taxable classes of real and personal is \$3,793,951,953. The levy was \$49,017,341. The indicated single tax rate for FY 2006 of all classes is \$12.92 per thousand.

	FY 2006	FY 2005
Taxable Assessments	\$3,793,951,953	\$3,470,780,788
Tax Levy	\$49,017,341	\$47,480,281
Tax Rate	\$12.92	\$13.68
Avg SFR Assessment	\$461,379	\$416,940
Average SFR Tax	\$5,961.02	\$5,703.74

The Board of Selectmen voted to adopt a Small Commercial Exemption again for FY 2006. This in effect shifted the tax burden within the Commercial/Industrial class. The FY 2006 Commercial/Industrial tax rate was increased slightly to \$13.10. The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2006. The Assessors office is continuing to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. A representative from the Assessors office visited approximately 2000 parcels for FY 2006; of these there were approximately 500 building permits. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

Fiscal year 2005 saw a similar number of applications for abatements of Real and Personal property as FY 2004. This was because property values had been adjusted for FY 2005 through the triennial revaluation for certification with the Department of Revenue. Westford is a very desirable community as reflected in market activity and sale prices. It remains one of the most desirable towns in the area. This desirability and demand to live in Westford coupled with a shortage of housing inventory continues to increase property values in terms of sale prices and subsequently assessments. It has been a very busy year for the Assessors office with updating office procedures, completion of the interim revaluation, monitoring the various elderly exemptions, other exemptions and the Community Preservation Act, and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The Assessors office recognizes that taxes are increasing as the town continues to grow and the demand for service increases. As always, we will continue striving for providing good customer service to the taxpayers. Our goal is to make every effort to assist the taxpayers in understanding their assessments.

### **Exemptions**

In Fiscal year 2005 the Board of Assessors granted 228 statutory exemptions for property taxes in the total amount of \$164,681.14 (veterans, elderly over 70, blind, etc.). There were seven applicants who were granted a tax deferral under Section 41A. The Town of Westford continued with the adoption of Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 237 CPA exemptions granted with a total exemption amount of \$20,395.01.

### **Abatements**

In Fiscal year 2005 there were 134 request for abatements on Real and Personal property. Of these, 100 abatements were granted, 32 were denied, and 2 were withdrawn. There were three appeals filed with the Appellate Tax Board in FY 2005. There are no other outstanding cases for past fiscal years. The Commissioner of Revenue is in litigation with several communications companies for FY 2003, 2004, 2005 and 2006.

## BUILDING DEPARTMENT

During the year 2005, the Building Department issued 658 building permits that resulted in 25 new dwellings, down from 50 the previous year, 21 condominium units, and 15 rental apartments at the Veterans Memorial Complex, of which 10 are affordable. Compared to 2004, there was a slight increase of four additions and a decrease of six finished basements. The department also issued 643 electrical permits, 411 plumbing permits, 433 gas permits, 43 places of assembly, six real estate signs and 66 occupancy permits for a total of 2,260 permits. The total fees collected for 2005 were \$440,350, an increase of \$30,608 from 2004.

Donald Kinney  
*Building Commissioner, ret.*

Chester H. Cook, Jr.  
*Building Inspector*

The ongoing implementation of the Growth Management Bylaw has resulted in a decrease in the number of subdivision and single family dwellings submitted to the Planning Board. At the same time, the town has seen an increase in the number of Comprehensive Permit applications submitted to the Zoning Board of Appeals.

Most of the ongoing single family dwelling subdivisions, including Greystone Estates, Beaver Brook Estates and Hitchin Post Greens II, have been completed. The first 55 and over age-restricted development off of Tyngsboro Road, known as The Villages at Stone Ridge, with a total of 110 units, was completed this year. The Rosegate Condominium a 10-unit development (three of which are affordable), was also completed this year. Rancho De Amigos, formerly called the Caliente, was demolished and replaced by Keyes Corner Condominiums. This is a Comprehensive Permit condominium development with 32 units, of which eight are affordable. This project is nearing completion. The last occupancy permit was issued in mid-October for the Brookside Mill conversion project which consisted of 35 condominium units, eight of which are affordable.

Commercial development still remains very slow with just one new development permit issued in 2005 for a three-unit strip mall at 527 Groton Road. Ace Hardware and Domino's Pizza are tenants, with one unit still unoccupied. There were also two renovations completed at Westford Valley Market Place at 174 Littleton Road.

This report could not be complete without mentioning the retirement of Donald "Don" Kinney. Don served the Town of Westford as Building Commissioner for the past 12 years and will be remembered for his great knowledge, his incredible sense of humor, and his all-around wonderful personality. His craftsmanship both as a builder and a designer will remain in Westford for many years to come as he was instrumental in the permitting of so many projects, including the Town Hall remodeling, the concession stand at Westford Academy and the Hill Orchard project. Don will be fondly remembered by Town staff, especially his former colleagues in the Building Department.

Respectfully Submitted,

Chester H. Cook, Jr.

# CEMETERY COMMISSION

The Cemetery Commission acts as a policy-setting committee. The Commission is responsible for expenditures from various cemetery trust funds and for overseeing the operation and care of town-owned cemeteries. The Commission is an appointed board of three members which meets quarterly with additional meetings scheduled as needed.

Daniel Provost  
*Chair*

Barbara Greenslade  
George Rogers

The Town's six cemeteries are Fairview Cemetery, Hillside (North Burying Ground), Old Pioneer Burying Ground, Pine Grove Cemetery, Westlawn (West Burying Ground), and Wright Cemetery. The maintenance and operation of cemeteries is within the Parks, Recreation, and Cemetery Department. The Cemetery Office is located at Pine Grove. Burial records and information in addition to the Cemetery office are also maintained at the Recreation office.

## Community Preservation Funds

The Cemetery Commission received funding from Community Preservation Funds in October for the preservation and restoration of approximately 20 grave markers in the Westlawn and Fairview Cemeteries. The project has begun and will be completed in Spring, 2006. The Commission realized the need for a cemetery master preservation plan as has been completed in other communities. A proposal is being written and funding will be sought during 2006.

## National Historic Register

The Wright (1819) and Hillside (1761) Cemeteries join the Pioneer (1750), Fairview (1702), and Westlawn (1760) cemeteries in listing in the National Historic Register. The Wright and Hillside Cemeteries were accepted December 6, 2005 by the National Park Service, Department of Interior's listing in the National Historic Register.

## Cemetery Supervisor

David Hall, Cemetery Supervisor since 2003, has changed positions within the Town. Dave has taken on the position of Highway Crew Supervisor. The Commission wishes to recognize Dave's work and efforts in maintaining and improving the cemetery maintenance operation. We wish him well, and are happy that he will continue to work for the Town.

Richard Nawoichik will be the new Cemetery Supervisor. Dick has worked for Westford for 12 years (Highway) and has previous cemetery experience with the towns of Concord and Chelmsford.

## Maintenance

In addition to day-to-day operation (grass cutting, leaf removal, planting, trim work, weed removal, burials, and grass repair) this past year more trees have aged and become damaged from storms. Several fallen trees were removed at Fairview, Westlawn, and Pine Grove Cemeteries. A new tree was planted at Fairview which was donated by the MacPherson family.



**Tree Donation Program** – There is a tree donation program which was started with the construction of the Pine Grove Cemetery. Several donations were received during 2005. Donated funds help to replace trees lost to age, disease, or weather. A new planting was donated to the Fairview Cemetery. Additional donations are needed to fund replacement of trees and the addition of new trees.

The Pine Grove office received some sprucing up this past year as the interior walls were painted and a chair rail added. The office is the main site for conferring with families on the purchase of lots, and burials

**Equipment Purchase** – Tools and equipment are maintained by the department. New equipment included a 16 foot trailer, hand tools, blower, and string trimmer. Heavy-duty ground protection and access mats are scheduled to be purchased.

### **Burials and Sale of Lots**

There was a slight increase in burials (+6) and sale of lots (+5) during 2005. Of the 34 burials 14 were cremains and 20 were full burials. Forty-two grave lots were sold, mostly in Pine Grove.

The Commission plans on adding a columbarium in 2006 to accommodate the increase in cremations and as an alternative to in-ground burials.

# COMMUNICATIONS ADVISORY COMMITTEE

The Communications Advisory Committee (CAC) is the Westford town board that advises and represents the interests of the Westford Board of Selectmen in their role as Franchise Authority for cable television and with regard to other services provided by Westford's cable operator (currently Comcast Corporation). The CAC also advises Town residents regarding similar services that may be provided over media other than cable, by a variety of broadband companies. Such services include Digital Subscriber Line (DSL) Internet access, and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen in 2004 to include oversight of the additional broadband services mentioned, and the Committee's name was changed accordingly.

Dave Levy  
Chair

Ken Woods  
Vice-chair

Marc Davidson  
Secretary

Jim Silva

David Weaver

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the Town's cable operator since January of 2003. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operator, as well as providers of other information and communication services (e.g., Internet access and IP telephony), which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings usually take place on the 4<sup>th</sup> Thursday of each month at the J. V. Fletcher Library, starting at 7:00 PM. Check postings at Town Hall for exceptions.

The long-awaited Renewal License with Comcast took effect at the beginning of 2005. The most important developments over the past year involved the transition process related to Local Access, which embodied the most intensely negotiated provisions in the Renewal License. It was a major concession on Comcast's part to allow the Lyberty Way studio to continue operating for another full year to provide public, educational and government (PEG) access programming before new arrangements would need to be put in place. Throughout the year, Local Access operations remained under Comcast's auspices, and with the continued able management of Ron Zimmerman, who has received a resounding vote of confidence over the years from town government, Local Access producers, and fans of Local Access Channel 8. Other provisions in the Renewal License enabled the Town's current I-Net to be retrofitted with brand-new upstream video links, including extensions to allow video signal origination from all Westford public schools.

The Renewal License required the Town to designate the location of the new Local Access Studio to enable Comcast to construct a new video link to tie it into the video origination network in time for the transition. Deliberations regarding the new studio location were intimately coupled with the creation of an independent non-profit Local Access Corporation, which would take over operations from Comcast on behalf of the Town, beginning in 2006. Initial discussions with Nashoba Valley Technical High School (NVTHS) began while a grassroots effort was underway to form the new Local Access Corporation. The school had

undergone a major renovation, including the establishment of a brand-new studio to support an ambitious new TV and Media Production/Theater Arts program that would ostensibly benefit greatly from the residency of Westford's new Local Access organization. Students seeking careers involving TV production could thereby gain experience with a "real" production studio right on the school premises.

Over the next few months Erica Davidson and Don Whitehouse spearheaded the formation of what was to become Westford Community Access Television, Inc. (Westford CAT). A slate of officers and a board of directors was organized to include interested members of the community, embodying a broad range of expertise. Westford CAT was incorporated in July, when it filed Articles of Organization and adopted bylaws modeled after similar non-profit Local Access Corporations operating in neighboring towns. Westford CAT was officially designated as the Town's Local Access Provider by means of a Memorandum of Understanding approved unanimously by the Board of Selectmen in September. Shortly thereafter, Comcast was notified that NVTHS was to be the new studio location. Westford CAT's ongoing negotiations with NVTHS were then finalized in November, by means of an Operational Agreement, which was unanimously approved by the NVTHS District Committee.

A generous grant from Comcast for new studio equipment and an advance payment for operating expenses were then transferred to Westford CAT by the Town under the provisions of the Renewal License. Ron Zimmerman subsequently signed an employment contract with Westford CAT to enable him to continue as director of Local Access production in the new venue. With Comcast footing the bill for moving expenses, all the serviceable equipment from Lyberty Way was moved to the new studio at NVTHS in late December.

The CAC is proud to have helped catalyze these new arrangements for the Town, and looks forward to many years of smooth operations under the energetic and visionary leadership of Westford CAT. The CAC is furthermore pleased that due to astute negotiation with Comcast, all of these new arrangements will result in very little increase to the cable bills of Westford subscribers in the form of Franchise Fees, etc. which take effect in 2006, after Westford CAT begins operations.

The CAC website, [www.westford-ma.gov/generalinfo/commcomm/commcomm.htm](http://www.westford-ma.gov/generalinfo/commcomm/commcomm.htm), provides Westford citizens with information on cable-related topics, and has been given a "face lift" and is enhanced periodically with new content.

In 2005, the CAC consisted of five volunteers appointed by the BoS to renewable one-year terms. A quorum of three or more members is required to conduct official business.

The Westford CAC can be contacted by letter mail at Town Hall, or preferably by sending email to: [commcommittee@westford.mec.edu](mailto:commcommittee@westford.mec.edu). CAC Chair Dave Levy also invites telephone inquiries and voicemail at his home phone, 978-692-2290.

# COMMUNITY PRESERVATION COMMITTEE

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

## FY 2005 Community Preservation Funds: \$2,205,766

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, we are eligible for 100% matching funds from the state. Westford received a 100% state match of \$1,005,454 on October 15, 2004.

Westford received another full 100% match of \$1,078,627 on October 15, 2005. These funds will be allocated at a future Town Meeting.

In FY 2005, Westford locally raised \$1,200,312 in Community Preservation funds.

3% Community Preservation property tax surcharge	\$1,100,634
Investment income	\$120,935
Interest on late tax payments	\$1,820
Tax abatements <sup>1</sup>	(\$23,077)
Local FY 2005 Community Preservation total	\$1,200,312
State Match (received 10/15/04)	\$1,005,454
<b>TOTAL FY 2005 Community Preservation Funds</b>	<b>\$2,205,766</b>

In 2005, the Community Preservation Committee (CPC) recommended projects to two Special Town Meetings. On February 7, 2005, the CPC recommended and Town Meeting unanimously approved buying East Boston Camps for \$13.5 million. On October 17, 2005 Special Town Meeting approved an additional \$2,133,654 for community preservation projects and mandated reserve funding. The Community Preservation Act requires that communities allocate a minimum of 10% of their CPA funds to each of three areas: open space, community housing, and historical resources. The balance of the CPA funds remains unallocated in the general (undesignated) community preservation account.

At the end of 2005, Westford Community Preservation area-specific reserve accounts held \$677 for open space, \$202,000 for community housing, and \$555,170 for historic resources.

Ingrid Nilsson  
*Chair (At-large)*

### Committee representation

Marilyn Frank  
*Conservation Commission*  
Scott Hazelton  
*Housing Authority*  
Andrea Peraner-Sweet  
*Planning Board*  
Bob Shaffer  
*Historic Commission*  
Mary Ellen Tynan  
*Parks and Recreation Commission*

### At-large members

Kathleen Healy  
Christine MacMillan  
Evan Schapiro

<sup>1</sup> The Westford CPA includes the following exemptions:  
a) property owned and occupied as a domicile by any person who qualifies as low income (after medical expenses), or as a low or moderate income senior (after medical expenses); and  
b) \$100,000 of the value of each taxable parcel of residential real property.

## Open Space Funding

- \$13.5 million to purchase East Boston Camps (286 acres)



On February 7, 2005, almost 800 Westford voters unanimously approved the Community Preservation Committee's recommendation to purchase the 289-acre parcel known as East Boston Camps for \$13.5 million. This historic vote encapsulates the importance of this parcel and highlights countless hours and dollars Westford residents and friends have given towards this project.

The CPC recommended the purchase of East Boston Camps for \$13.5 million for:

- a) Acquisition, creation and preservation of open space;
- b) Acquisition, creation and preservation of land for water resource protection and for a potential drinking water source;
- c) Acquisition, creation and preservation of land for recreational and outdoor/environmental education;
- d) Acquisition and preservation of historic resources;
- e) Rehabilitation or restoration of such open space, land for recreational use and historic resources.

A detailed Master Plan for the majority of the parcel (Parcel A) will be prepared by the East Boston Camps Master Planning Committee for presentation to and approval by a future Town Meeting, consistent with the above stated uses, and with the Conservation Restriction. The East Boston Camps Master Plan will contain a detailed plan for the implementation of the land allocation and management of the property, as well as a recommendation for the permanent care and custody. Only activities consistent with the current uses of the property, such as hiking, walking, skiing, summer camps, and the 5th Grade Camp, will be allowed until Town Meeting approves the East Boston Camps Master Plan.

A smaller, 29-acre piece of land (Parcel B) has been set aside for the construction of recreational fields under the direction of the Parks and Recreation Commission. Fields will be constructed in such a way as to cause minimal negative impact on both the sensitive natural environment of this parcel of land and the neighborhood. If it is not possible to construct fields, then responsibility for the determination of use of Parcel B shall go to the East Boston Camps Master Planning Committee with subsequent approval of a future Town Meeting.

To finance the purchase, almost \$4 million came from Community Preservation funds that already had been saved:

- \$1.031 million from the Community Preservation Open Space Reserve Fund
- \$1.439 million from General/Undesignated Community Preservation Funds
- \$1.5 million from FY 05 Community Preservation funds (available July 1, 2005; see below)



Through the diligent leadership of a local non-profit, the Westford Land Preservation Foundation, generous residents and friends have given over \$430,000 in private donations towards the purchase of East Boston Camps. Additionally, the Town has received a \$500,000 Drinking Water Protection Grant from the state.

The bulk of the funds needed for the purchase was borrowed through a 15-year municipal bond. The annual principal and interest (approximately \$800,000) will be paid for by locally generated Community Preservation funds.

- \$1,500,000 towards the payment for East Boston Camps (October 17, 2005)

As approved at the February 7, 2005 Special Town Meeting, the Town of Westford purchased 286 acres known as East Boston Camps for \$13.5 million in March 2005. Over \$2.5 million of Westford Community Preservation funds have already been used towards this purchase, as well as a \$500,000 state Drinking Water Protection Grant, and over \$430,000 in private donations.

This \$1.5 million of FY 2005 Community Preservation funds was part of the original funding package for the Camps presented to the voters at the February 7, 2005 Special Town Meeting. It is a one-time allocation. The funds were not available for use until the end of FY 2005 (7/1/05). The funds were temporarily borrowed.

With the allocation of this \$1.5 million, Westford was able to reduce its final permanent bonding amount for East Boston Camps, thus reducing interest costs and the overall cost of the project.

- \$190,000 to assist the Conservation Commission in the facilitation of and actual purchase of land

This allocation enables the Conservation Commission to obtain and preserve parcels of land as open space. It allows a quick response as important smaller parcels become available. CPA monies could only be used towards actual land acquisition and/or Conservation Restrictions to be held in perpetuity, or for deposits or other costs surrounding the purchase of land.

The Conservation Commission utilizes set evaluation criteria for land acquisition. The criteria primarily look at:

- Water resource protection (protection of groundwater quality and quantity to meet existing and future demands, and the protection of surface water bodies and wetlands);
- Trail and greenway connections (connection of open space parcels);
- Preservation of significant land for open space, passive recreation, and wildlife habitat.

### **Community Housing Funding**

- \$100,577 to the Community Housing Reserve Account
- \$120,000 for pre-development site studies for the evaluation, creation, and development of affordable housing in Westford (Westford Affordable Housing Committee)



Westford town committees including the Land Use Priorities Committee, the Land Acquisition Oversight Committee, and the Affordable Housing Committee, as well as the recently State Approved Affordable Production Plan, have identified several town-owned parcels that may be suitable for the construction of affordable housing. However, a final decision on the suitability of each of the sites requires preliminary site engineering information. The pre-development studies will focus on site engineering, site analysis and preliminary site planning.

Identifying suitable sites for constructing affordable housing units will allow the Town to address Westford's changing housing needs due to growth, increased housing prices, and decreasing diversity in the housing market. The Town will have greater control on project design, selection of a development team and definition of beneficiaries on a project constructed on a Town-owned site.

### **Historic Funding**

- \$217,827 to the Historic Resources Reserve Account
- \$2,750 for the restoration and preservation of historic grave markers in Westford's historic cemeteries (Parks, Recreation and Cemetery Department)

These funds are for the restoration and preservation of approximately 20 grave markers from the 1800s in Westford's Fairview and Westlawn (West Burying Ground) Cemeteries. Many of the grave markers are slate (1-2" thick) that over time are leaning and in danger of breaking. This project will install footings to prevent breakage and straightening of the markers. The expertise for preserving these frail markers is beyond the scope of the one full-time Town cemetery employee.

The Fairview and Westlawn cemeteries are listed in the National Register of Historic Places. The grave markers tell a story of Westford's past and can help instill an appreciation and pride in the community's heritage. The story is not only in the design, but also what is written on the marker and the material used (slate, limestone, granite, marble). Additionally a number of people utilize Westford cemeteries for genealogical research on their family's history.

### **Administrative Funds**

- \$2,500 Community Preservation Committee Administrative Expenses

Community Preservation Committee administrative funds are used for expenses such as copying, public hearings and legal opinions. These expenses should be appropriated annually, as unused expense funds are returned to the undesignated Community Preservation Fund.

### **Appreciation**

The Community Preservation Committee would like to recognize Ken Tebbetts' energetic dedication, knowledge, and passion for Westford and its history. Ken has left Westford and will be much missed on the CPC and in the community. The Committee also would like to recognize Town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

# CONSERVATION COMMISSION

While the number of formal filings with the Commission was reduced from previous years, 2005 saw an increase in the number of complex, high density projects on difficult land. Filings of Abbreviated Notices of Resource Area Delineation for formal confirmation of wetlands boundaries were received on a number of large, significant parcels in Town, presaging the submission of formal development plans.

The work by the Commission involves several types of review: (1) “Request for Determination,” in which the Commission is asked to approve relatively minor work within 100 feet of wetlands; (2) Abbreviated Notice of Resource Area Delineation (ANRAD) in which the Commission is asked to approve a surveyed plan showing wetland boundaries; (3) “Notice of Intent,” meaning that an applicant has notified the Town of an intention to build a structure or any type of work in a wetland or the land around a wetland; (4) Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice. Statistically the work during 2005 included the following: 12 public hearings were opened for Requests for Determination; five Public Hearings were opened for ANRAD’s; 34 public hearings were opened for Notices of Intent, and 16 Emergency Certificates were issued. In doing this, the Commission conducted four formal site visits, while agent William Turner conducted hundreds of site visits in relation to many ongoing projects, as well as new proposals.

The Commission issued three Enforcement Orders and fines totaling \$600 in relation to relatively minor violations of the State Wetlands Protection Act and the local wetlands bylaw, generally involving the performance of work in or near wetlands without a required permit.

The Commission completed review of one of the largest project filings to come before it, the 750,000-square-foot Westford Technology Park West Phase II and issued an Order of Conditions, which includes substantial provisions for protection of onsite wetlands habitat for State-listed rare wildlife species. The Commission also issued a permit for related work for improvements to the intersection of Concord and Powers Roads, which was submitted as an alternative to a new Rt. 225 bypass road that was abandoned in the wake of concerns regarding the rare wildlife species wetlands habitat that would have been impacted by the roadway.

Proposals for redevelopment of two long-time Westford institutions came before the Commission in 2005. The Commission reviewed and approved a plan to redevelop a substantial portion of the Abbot Mill located on Stony Brook at Pleasant Street into 129 rental apartments. This project is unusual, as a significant part of Stony Brook is actually located under the old mill. As with practically all such old mill sites, the existing site is nearly all paved or has buildings up to the river bank. Stormwater runs off the pavement directly into the brook and old septic systems are within feet of the stream. The project will bring significant environmental improvements by restoring more green space near the river, directing stormwater runoff to treatment devices before discharging to the brook, and by sending all septage to a new wastewater treatment plant.

Wyman Camps, located on the northeast shore of Long Sought for Pond, has been the summertime oasis for thousands of day and resident campers since the mid-nineteen hundreds.

Eric Fahle  
*Chair*  
Margaret Wheeler  
*Vice-chair*  
  
Mary Trubey  
Marilyn Frank  
Peter Mahler  
Ann Jefferies  
Marian F. McCurley

Now, local developers Howard Hall and David Guthrie are proposing to create a seasonal residential campground, with 276 cottages, a recreation hall and restaurant and swimming pool to be built on 51 acres of the 149-acre site. The site will be served by a new sewage treatment plant. The existing camps and trailer sites will be eliminated, and the site will no longer be open to the public for either day use or short-term camping stays. The project will involve construction on challenging terrain that rises up from the pond and that includes a number of certifiable vernal pools scattered about the ledgy site. Considerable effort has been made working with the developer to attempt to fit the new development harmoniously into the existing site, while preserving the attractive elements such as the towering pine stands which define the New England camping experience. While the project will bring improved stormwater drainage controls and wastewater treatment to the site, the challenge will be to construct the site such that erosion and sedimentation during and after construction does not impact the pond. One positive element of the project is that nearly 100 acres of the site, which abuts existing Town conservation land, will be preserved in its existing natural state under a permanent Ch. 184 conservation restriction.

The Commission also was able to work with the residents of Pond Road towards resolving problems with this old gravel road. Typical of the type of way installed to service camp developments in the early part of the twentieth century, it runs straight down hill from Dunstable Road to the pond, with no stormwater drainage controls. The result has been ongoing erosion and deposit of material into the pond and never-ending maintenance problems for the residents. Fortunately the residents have voted to pursue a betterments program whereby the road will be improved to Town standards, including stormwater control, which will provide a much-improved situation for Long Sought for Pond and the residents.

On the subject of Town lakes, invasive plant management projects in both Long Sought for Pond and Lake Nabnasset report ongoing success with limited impacts to indigenous flora and fauna. In 2005 the Commission also approved a program of limited application of aquatic herbicides for control of invasive plants in Heart Pond, which straddles the Westford/Chelmsford town line at the end of Gage Road.

Chapter 40B, or affordable housing projects, continue to be the primary type of residential project filed with the Town, as has been the case over the past few years. These projects, which allow developers to override local zoning and environmental bylaws in exchange for providing 25% of their project as affordable units, represent significant environmental challenges, in that they are typically more dense than allowed under local laws and tend to be located on difficult sites that to date have not lent themselves to traditional development proposals. The Commission opened hearings on two such projects in 2005: the "Tadmuck Meadows" project located off Tadmuck Road and Reinsway Circle, consisting of a 41-condominium unit senior housing building project located on 23 acres directly under and adjacent to the New England Power Co. transmission line right of way and adjacent to Tadmuck Swamp, where the initial design was modified so as to move the access roadway away from onsite State-certified vernal pools, and the "Southgate" project located on land adjacent to 17 So. Chelmsford Road, which includes 42 units on 33 acres in duplex and triplex type townhouses. The particular challenge on this site will be preserving a remarkable high-quality man-made pond which includes vibrant populations of native turtles as well as of stocked trout.

Sites for two additional potential Ch. 40B projects were under consideration in the form of Abbreviated Notice of Resource Area Delineation (ANRAD) filings in 2005. The first site consists of 175 acres located easterly of West Street and straddling Cowdry Hill Road. This is an extraordinarily challenging parcel, typified by ledge outcrops and rough terrain and the scattered remains of historical granite quarrying operations, including a number of sizable flooded quarry holes. The site has had over a dozen certifiable vernal pools identified on it, as well as the presence of a State-listed rare species, the Blanding's Turtle. The second site is located between Littleton Road and South Chelmsford Road, an old sand and gravel quarry site, that Westford residents may be familiar with as the area which has been used for parking for the 4-H Fairgrounds on South Chelmsford Road. The total site is approximately 100 acres.

Another site of concern in Town, the currently undeveloped land north of Littleton Road and east of the Regency Hotel, sometimes referred to as the "Wal-Mart site" has had ANRAD filings submitted, indicating that potentially a new development proposal may be brought forth in the near future.

The Town took an enormous step in land preservation in 2005 with the acquisition of the 286-acre East Boston Camps property. Located near the Town Center on Depot Street and Nutting Road, the property has frontage on Stony Brook and Keyes Brook, and contains Burge's Pond, a 20-acre natural Great Pond centrally located within the site. Much of the upland portion of the property is covered with mature forest from nearly pure white pine stands to mixed pine and oak to pure oak stands. The land also includes several small wetlands and a certified vernal pool. Portions of the site have been identified as priority habitat for rare species. The parcel is located over the high-yield portion of the Stony Brook aquifer, and is close to the Nutting Road and Depot Street municipal wells, which provide approximately 1.4 million gallons per day of drinking water to the Town's residents.

Working on behalf of the Board of Selectmen and the Westford Land Preservation Foundation (WLPF), The Trust for Public Land (TPL) negotiated an agreement for the Town to purchase the 286-acre East Boston Camps parcel for \$13.5 million. On February 7, 2005, approximately 800 residents at Special Town Meeting voted unanimously to purchase the property using existing and future Community Preservation Act funds and the sale was closed on March 30, 2005. A conservation restriction for the parcel, with the Westford Land Preservation Foundation as the grantee, has been approved by the Executive Office of Environmental Affairs and recorded at the Middlesex North District Registry of Deeds. This acquisition, one of the most important in the Town's history, will provide environmental educational opportunities, protect drinking water resources, preserve wildlife habitat, and provide land for passive recreation, and may provide the Town with an additional municipal well site. The Town has continued operation of the camps located near Burge's Pond and there are plans to develop playing fields on old agricultural fields located off Nutting Road. A Master Plan Committee worked throughout the year to develop strategies for the long-term management of the property.

Using Community Preservation Act funds, the Commission acquired an important water resource-related property from Anthony and Mary Genova, a 10-acre parcel located along Stony Brook, directly off of Stony Brook Road. A substantial addition to the Emmet Conservation Land was made with completion of the donation by Bentley Building Corp. of 10.29 acres associated with the "Trailside Estates" subdivision located on Trailside Way off Powers Road.



Bentley Building Corp. has also constructed a new parking area just off the trailhead to the Emmet Conservation Land off Trailside Way.

Additional land protection was established by approval and recording of a Ch. 184 conservation restriction on 41 acres of land located just north of Rt. 495 off Casie Lane and Juneberry Lane in the "Hitchin' Post Greens II" subdivision.

Several interesting issues relating to Town land under the care and custody of the Conservation Commission arose during 2005. At the land at the Veterans Memorial Complex the Commission has had an area of approximately 3.5 acres cleared of a dense growth of young pine trees in order to maintain and enhance nesting habitat for a State-listed species, the Spotted Turtle, which prefers open, sandy, sparsely vegetated areas for their nests. Shortly thereafter, beavers blocked culverts on a nearby stream flooding out the area and threatened to destroy the value of the habitat area. With the assistance of the Massachusetts Electric Co., and following a public hearing as required under the Wetlands Protection Act, a beaver control expert was hired to unblock the culverts and install fences to prevent any further blockage. The water has receded, but did create conditions that led to rapid revegetation of the site. Over the next few years, with the assistance of a grant from the United States Department of Agriculture Wildlife Habitat Improvement Program, the commission will work to restore the land back to suitable conditions for the turtle. The Commission also had to have a water level control device placed on a dam on the Blue Brook Conservation land off Flushing Pond Road, when the water behind the dam flooded out an adjacent homeowner's driveway.

At the old Arch Bridge conservation land the Commission discovered that the Buddhist temple on Milot Road had built a meditation structure on Town land near Stony Brook, as they thought it was their land. In any event the structure was built within 100 feet of Stony Brook, and the Rivers Protection Act requires that there be no building within 100 feet of any river. Upon being informed of the situation the Temple has agreed to move the structure to their own land and restore the area to its pre-existing condition.

The Commission also discussed possible conveyance of a parcel of land under its custody at the Cameron Senior Center to the Council on Aging to allow for the potential expansion of the Center to address the needs of Westford's rapidly growing population of seniors. Any such conveyance of Town conservation land to another use or owner requires, under Article 97 of the State constitution, not only the Commission's vote, but also a two-thirds vote of Town Meeting and a two-thirds vote of both houses of the State legislature. Article 97 is meant to underscore the importance of public open space lands to the health and welfare of the citizens of the Commonwealth and that any change in use be considered very carefully. The Commission noted that this concern has been addressed in other cases in the State by replacing any conveyed land with other currently unprotected Town land, and based on an agreement by the Senior Center that any unused portion of the Cameron property would be placed under a permanent Conservation Restriction and the Selectmen to support conveyance of tax title properties along Stony Brook to its care and custody, the Commission found that the land in question could be conveyed and the interests of Article 97 be protected.

It was another good year at the Hill Orchard. Anthony and Fenella Levick and their family of Troy, NH continue to do an excellent job managing the property. Increased efforts in integrated pest management have resulted in significant reductions in pesticide use on the property.

Pruning, brush clearing and replanting have the orchard in a very tidy condition. The Commission has begun planning for the installation of toilets at the farm stand in order to improve the usability of the property by the public, particularly during the “pick your own” apple season, when many families visit the property. The Commission would like to thank the engineering firm of Civil Solutions at 359 Littleton Road for their generous donation of the design of a new septic system. If you would like to see pictures and more information about the Hill Orchard, please visit the website of the Levick's own farm operation, Monadnock Berries, located in Troy, NH, at [www.monadnockberries.com](http://www.monadnockberries.com). There is a link to this site from the Conservation Commission's home page, which may be found at the Town's web site [www.westford-ma.gov](http://www.westford-ma.gov).

In line with its interest in preserving the Town's agricultural heritage and community character through its custody of the Hill Orchard and the Day Agricultural Land, the Commission sponsored articles at the Annual Town Meeting to establish a Right to Farm bylaw and an Agricultural Commission. The bylaw officially establishes that a right to farm is recognized to exist within the Town of Westford and states that whatever impact may be caused to others through the normal practice of agriculture is more than offset by the benefits of farming to the neighborhood, community, and society in general. The intent of establishing an Agricultural Commission is to create a body to serve as facilitators for encouraging the pursuit of agriculture in the town, to promote agricultural-based economic opportunities, to assist in resolving conflicts involving agriculture, and to participate in educating the community on the benefits of local agriculture.

Beyond their work on the Commission, members are active participants in other Town committees and community organizations. Marilyn Frank serves on the Community Preservation Committee. Peter Mahler serves on the East Boston Camps Master Plan Committee. Marian McCurley serves on the Town Master Plan Committee and is vice-president of the Executive Board of the Westford Elementary School PTO. Mary Trubey serves on the Affordable Housing Committee.

The Town's conservation lands continue to have the benefit of dedicated individuals who volunteer their time to oversee and maintain them. The Commission would particularly like to thank Kate Hollister and Lennie Palmer of the Trail Steward Committee of the Westford Conservation Trust and all the volunteers who help maintain trails on the Town conservation land.

The Boy Scouts have always provided valuable public service projects on conservation lands with projects that enhance their accessibility. This year we thank Eagle Scout candidate Sean Dilworth for his work establishing additional boardwalk through wet sections of the Peace Trail between Boston Road and Drew Crossing.

If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands and other natural resources, please visit the Commission's website, which can be accessed from the Town of Westford home page at [www.westford-ma.gov](http://www.westford-ma.gov). The Westford Conservation Trust website provides excellent information and maps of major Town conservation parcels and trails at [www.westfordconservationtrust.org](http://www.westfordconservationtrust.org).



# COUNCIL ON AGING

The Westford Council on Aging is located at the ADA-accessible former Cameron School, 20 Pleasant Street, now named the Cameron Senior Center.

## Purpose

The Council on Aging (COA) was established on March 11, 1967, pursuant to Chapter 40, section 8B of Massachusetts General Laws, to provide services, advocacy and information to improve the quality of life for all 3,000 Westford residents who are 60 years of age and older. The Board of Selectmen works under the guidelines of the Executive Office of Elder Affairs and appoints the COA.

## Mission

The mission of the Westford COA is to promote the physical, emotional, and economic well being of older adults, and to promote their participation in all aspects of community life.

## Facility

The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence, and encourage their involvement in and with the center and community. Cameron is shared by the entire community for human service needs. The eight-classroom, 15,288 sq. ft. facility is supervised, scheduled and maintained by the Director of Elder Services.

## Senior Social Services

The Social Worker and Elder Outreach Coordinator comprise Senior Social Services for the Council on Aging. Assessments, crisis intervention and referrals for services are included in the responsibilities of the Social Worker. Additionally, referrals and guidance are extended to families who are out of the area and who are in need of assistance for their family members living in Westford to ensure that they are able to continue to live in a safe and secure environment. The Social Worker also provides support, assistance and referrals to non-elder residents on a regular basis as the only Social Services provider in the town outside of the school system. The Elder Outreach Coordinator visits homebound seniors, observes and refers specific issues to appropriate resources and works closely with the Social Worker to offer a well-rounded team approach to the COA services.

We offer a support group at the Cameron Senior Center for seniors who have moved to new surroundings. The Social Worker co-leads a support group for people who are caring for loved ones with Alzheimer's and related dementias.

In 2005 the Social Service team made more than 3,500 phone calls and more than 700 home visits. Over 200 office visits were made during the year. We will continue to provide quality

Helena Crocker  
*Chair*  
Robert Tierney  
Nancy Cook  
Chief George Rogers, *ret.*  
Cecilia Healy  
Evan Schapiro  
Dorothy Hall  
  
Joanne Sheehan  
*Elder Services Director*

service to seniors and their families. Based upon these numbers, phone calls and home visits increased by 75% in 2005 while office visits remained at a consistent number. We can be reached by telephone at the Cameron Senior Center for home visit requests and/or appointments at 978-692-5523.

### **Adult Supportive Day Program**

The Adult Supportive Day Program, now in its fifth year, operates out of the Westford Housing Authority's Felix Perrault Community Room at 65 Tadmuck Road. The program is open four days per week, Monday, Tuesday, Wednesday and Thursday from 8 a.m. to 4 p.m., with participants on site from 9 a.m. to 3 p.m. Transportation is provided. A Program Coordinator and Activity Director oversee our growing program.

Westford's Supportive Day Program is a member of the Massachusetts Adult Day Services. We follow standards and guidelines as set forth by the National Council on Aging and the National Adult Day Services Association for Core Services.

Our program provides elders a social program in a "home away from home" environment. Our goal is to provide seniors with interesting and fulfilling activities that promote dignity and self worth, confidence, socialization, and stimulation. The Supportive Day Program is a place to make new friends and remain active. Clients are screened for appropriateness and family meetings are held regularly to assess progress. Participants attend one to four days. A partnership with Elder Services of Merrimack Valley provides financial assistance to qualifying families. We offer free trial days for interested families. Over the past year there has been a 23% growth in attendance.

Once again, we have been fortunate to have a wonderful group of volunteers from the Tadmuck Housing complex, the Tax Work Abatement Program, students doing community service and numerous town residents offering their time and special programs. Anyone interested in information regarding our program or volunteer opportunities, please contact us at 978-692-0803.

### **Transportation**

Van service provides transportation for the elderly and disabled to meet their obligations for keeping medical, nutritional, social, shopping and other appointments. The service operates within Westford and surrounding towns including Acton, Ayer, Billerica, Burlington, Carlisle, Chelmsford, Concord, Groton and Lowell.

Vans are owned by the Lowell Regional Transit Authority (LRTA) and administered by the Council on Aging (COA). Operation includes three vans that covered a combined 67,757 miles, a 57% increase in mileage relative to last year. Service was provided for 262 individual seniors and disabled people. Van 1 provided service for 933 medical and 1,017 shopping trips. Van 2, assigned to the Adult Supportive Day Program, operates on a four day per week van schedule and provided transportation for 1,576 trips. Van 3 provides service to and from the Cameron Senior Center for social, nutritional, and educational functions. This van made 431 trips to congregate lunch served at Cameron and 880 trips to other Cameron activities.

Transportation can be arranged by calling 978-399-2322 in advance. To reserve a ride you need to submit your name, address, telephone number, date and time of your appointment, your destination and the length of time of your visit.

### **S.H.I.N.E.**

Serving the Health Insurance Needs of the Elderly (SHINE) counseling is provided by a volunteer at the Cameron Senior Center. In this role 83 individuals received services. Help is provided for Medicare beneficiaries of all ages to compare various insurance options and benefits. It is explained how Medicare works with other insurances such as Medigap and Health Maintenance Organizations (HMOs), reviews current coverage, provides a comparison of plans, starts appeals if necessary, and protects individuals from paying bills they should not pay, as well as helping individuals fill out insurance claims forms and public benefits applications.

### **Money Management**

Four certified and trained volunteers provide free service as money managers to assist low-income elders who are having difficulty writing checks and managing their money. Money managers are bonded and can be used as a bill-payer or as a "representative payee" service.

### **Tax Relief**

A Council on Aging volunteer administers the Senior Tax Work Program for the Board of Selectmen. Money for this program (\$22,500) comes from the tax dollar and is appropriated in the Council on Aging budget, subject to approval at the Annual Town Meeting in May. The requests for applications are growing each year as the property taxes escalate. The program is open to all homeowners 60 years of age and over. The senior must occupy the house for which they are requesting the tax abatement. The 30 seniors funded must agree to work out a compatible arrangement about his or her 100 hours of time and duties with the department head to which assigned and are encouraged to continue on as a volunteer when their 100 hours are complete. The program begins on July 1 and all work must be completed by March 31 in order to apply the \$750 rebate to the last quarterly tax bill.

Tax Relief for the Elderly or Disabled (TREAD) is one avenue of relief for seniors age 65 and over or the disabled. It is based on income and assets of the applicant. Funding for this program is based entirely on the generosity of individuals and businesses. In 2005, 22 applications were awarded a total of \$11,150 in stipends of \$500-650 toward their third-quarter tax bills.

Tax counseling sessions are held at Cameron and continue to be provided to the elders in Westford by dedicated volunteers. This program is in collaboration with AARP.

### **Westford Community Food Pantry**

The Food Pantry is housed at the Senior Center and is available to all Westford residents. The pantry relies on a dedicated group of volunteers for all services including the delivery of groceries to the homebound. Over 200 unduplicated households were provided groceries this year. This is an increase of 25% from the previous year.

### **Respite & Companion Care**

The Respite and Companion Care program has provided supervisory care to isolated and/or convalescent elders for 25 years, allowing caregivers a time of relief from their daily routine. The companions go to the homes of those in need of help, and they are available days, evenings and weekends either on a temporary or permanent basis. This service is provided in cooperation with Chelmsford. There were 23 Westford seniors who received companion assistance in their homes in 2005.

### **Legal Services**

The COA makes referrals for assistance with legal issues such as consumer protection, evictions, food stamps and other similar problems to Merrimack Valley Legal Services. Attorney Leslie Madge, along with attorneys from her office, provide a free private consultation on all matters. In 2005, 20 Westford seniors sought consultation.

### **Nutrition**

The COA sponsors the following programs:

Congregate Meals, available five days a week at Cameron at 11:30 a.m. The donation is \$2 per meal, and a minimum of two days notice between 10 a.m. – 1 p.m. at 978-692-4480 is required. 129 individuals participated in 2005.

Home Delivered Meals is federally funded to provide hot meals, five days a week, and 203 elder residents who are homebound participated. A limited number of weekend frozen meals are available. Donation is \$2 per meal; call 1-800-892-0890 for more information and referral.

### **Volunteers**

246 volunteers provided 9,249 hours of service to the Council on Aging.

## CULTURAL COUNCIL

The Massachusetts Cultural Council distributed a total of \$2440 in grant funding to Westford. The Westford Cultural Council voted to add \$159 of unencumbered funds from our local account, for a total amount of \$2559. The Westford Cultural Council received 30 grant applications for FY05 and awarded grants to the following eight applicants:

Cheryl Serpe  
*Chair*  
Kelly Beattie  
Elizabeth Michaud  
Alice Phalen  
Stephen Pixley  
Kristin Vegeto  
Carol Winge  
Aurora Winters

Nashoba Youth Orchestra: \$300 to help pay for three professional sectional coaching sessions. The organization, in its inaugural year, consists of two youth orchestras and planned two concerts in Westford.

Nashoba Players: \$300 to help fund the production of "Sophia and Saul's Wedding," a dinner theatre event presented at the Westford Regency on November 20, 2004 and a dessert theatre matinee performed at the Parish Center for the Arts on November 21.

Parish Center for the Arts: \$300 to partially fund artistic fees for the Tessitore/Yeaman concert at the Parish Center for the Arts on April 3, 2005. This piano and cello performance was presented as a family event, allowing interaction with the artists.

Westford Teen Arts Council: \$525 to help pay for recording costs of the WTAC annual CD project, a compilation CD of music written, arranged and performed by teens from the Westford area.

Westford Chorus: \$500 to help fund the group's production of Mozart's Mass in C Minor, a concert given on December 11 and 12, 2004.

Indian Hill Music Center: \$152 to purchase two library passes to Indian Hill concerts, made available at the J.V. Fletcher Library. The passes were for admission to each of four concerts in the 2004-2005 series.

Three Apples Storytelling Festival: \$100 for a preview performance at the JV Fletcher Library, prior to the annual festival, September 23-25, 2005.

Sawmill Drive History Book: \$300 to help fund the publication of a hardbound 400-page comprehensive history of this Westford neighborhood, capturing all aspects of physical and personal life of Sawmill Drive homes and residents from 1972-2005.

Administrative expenses totaled \$122.



# EAST BOSTON CAMPS MASTER PLAN COMMITTEE

Shortly after our committee was established and first met on April 14, 2005, it became apparent we needed to draft some basic rules and regulations for the use of East Boston Camps. With the assistance of the Board of Selectmen we prepared concise rules that mirrored the historic use of the property. Related to that effort, we purchased and installed several signs indicating allowed and prohibited uses and took action to restrict vehicular access. An Eagle Scout candidate, Kevin Holub, built a handsome kiosk in which we plan to post our rules and a map of trails. During the year we established a subcommittee to handle the numerous requests by groups to use the property and began to prepare general use guidelines and consider a fee structure.

With the help of our original co-chair Max Steiner we enlisted professional help to prepare and put in operation our own website, [www.ebcwestford.net](http://www.ebcwestford.net). Marian Harman and Denise Brunelle interviewed a number of people and prepared an interesting history of East Boston Camps.

Since we did not have a current accurate survey of the property, we solicited three proposals and hired Goldsmith, Ringwall and Prest to prepare a perimeter survey and insert topography from aerial data to provide us an essential tool for planning.

From the numerous public hearings and meetings that occurred prior to the purchase of the camps, there appeared to be a strong consensus in Town that the use of the property should be similar to its past use, so Town Manager Steve Ledoux led us in a Group Nominal Technique session to get the committee members' feedback on what the general focus of our future use of the property should be. This resulted in a strong consensus that history should be our guide and any expansion of the type or volume of use should be done carefully.

In keeping with the historic use of the property, we began to study options for camp use, day and overnight, and to contact possible operators in addition to the East Boston Social Centers. Since we realized that any camp decision would depend on the condition of the existing buildings and the cost to maintain them, we enlisted the aid of Centurion Group to study the existing facilities, establish the approximate cost to bring them up to code for habitability, investigate access issues, and review the cost to maintain the buildings over time. In order to gain insight into the current camp use, a number of committee members visited the camp in operation to share a meal, meet campers and counselors and see the East Boston Camps in action and were favorably impressed with their enthusiasm and heartfelt desire to continue operating the camps.

By fall it was clear that we would not have a recommendation for camp operation in time for the 2006 summer season, so we recommended to the Board of Selectmen that they allow the East Boston Social Centers to use the camps next summer so the Social Centers would have adequate

Kirk Ware  
Chair

**Committee representation**  
Dini Healy-Coffin  
*Board of Selectmen*  
Peter Mahler  
*Conservation Commission*  
Nancy Rosinski  
*Westford Land Preservation Foundation*  
Leslie Thomas  
*Water Commission*  
Mary Ellen Tynan  
*Recreation Commission*

**At-large members**  
Denise Brunelle  
George Fletcher  
Angela Harkness



time to prepare. We also decided to split the cost of the caretaker with the East Boston Social Centers and separate the outside use of the property by groups from the camp use, leaving the latter in the Town's control.

We met with Ron Johnson, who was working on behalf of the Westford Land Preservation Foundation, holder of the conservation restriction on East Boston Camps, to compare notes and coordinate our work with his Baseline Documentation Report for the property and provided our survey to him.

Assistant Town Manager Norman Khumalo strongly recommended that we hire a master planner to coordinate our efforts and produce an actual detailed master plan. With his assistance, we solicited master plan proposals.

Since one of our main purposes is to plan the property for conservation, we contacted Conservation Coordinator Bill Turner to arrange for a forester to prepare a forestry plan. We also contacted Susan Morse, a noted naturalist, tracker and habitat specialist to assist us in studying the use of the property by wildlife and birds so that our plan will continue to foster that use.

In order to encourage public participation we announced a logo contest in the schools which resulted in 208 submissions which will be juried by a committee and a logo chosen. We also conducted an outing on the property with Sue Morse and a small group of people interested in studying wildlife use and an evening open to the public to talk about that aspect of our planning and management of the property.

We investigated options for how to solicit, hold and invest public contributions to the ongoing maintenance and improvement of the property and decided it would be invaluable to have a new, non-profit "Friends" group that was IRS qualified to receive tax deductible donations. To that end, a non-profit organization was incorporated and we have applied for IRS recognition.

All in all, we have covered a lot of ground this year on many fronts and expect another busy year which we anticipate will result in a comprehensive, multi-faceted master plan to be presented to the Town for approval at the 2007 Annual Town Meeting. We appreciate the active participation and energetic contributions of every committee member.

# EMERGENCY MANAGEMENT

Westford Emergency Management is the town function which serves as the liaison between the town and the Massachusetts Emergency Management Agency (MEMA). The co-directors are appointed by the Town Manager, and are responsible for maintaining and overseeing the town's Comprehensive Emergency Management Plan (CEMP), and coordinating Federal, State, local and private resources throughout the town during times of disasters and emergencies.

Timothy Whitcomb  
*Co-director*

Joseph Targ  
*Co-director*

This past year we have seen more 9-11 related funding, training and compliance. We have a working timeline for the Town's departments to become NIMS (National Incident Management System) compliant. The NIMS program is not limited to training. Through documentation submitted to the NIMcast website, the Town is able to demonstrate how we are compliant and to update the Town's compliance information on the site.

Another timeline that the Town had to comply with is the Natural Disaster Mitigation plan. The town plan has been completed and approved; though the regional plan is completed, we are awaiting approval from MEMA. Both plans were completed with the help of North Middlesex Council of Governments.

Both of these projects, as most of the mandates we receive, require a timely completion in order for the Town to be eligible to receive Federal disaster and grant funding.

We received an Emergency Supply grant, from North East Homeland Security, that included: 130 blankets, 100 aluminized emergency blankets, a 10'x10' emergency shelter, and 300 collapsible water containers, 110 cots, 2 5kw generators and 25 poly tarps.

We participated in the Mate 05 Drill in Lowell that included many disciplines. The Town received reimbursement for the overtime for the Fire Department.

The Town had a flooding event in October. We applied for and received reimbursement funding in the amount of \$3,335 of overtime expenditures at the Highway Department.

The Town received \$10,565 through MEMA for our LEPC (spell out please!!) activities that we had spent from our Emergency Management Budget.

It has been about four years since we have done a crosswalk update to the CEMP (Comprehensive Emergency Management Plan) which is only the Resource Manual. The updates to the whole "plan" that we will be undertaking were made much easier this past year by the introduction of a program from MEMA called eCemp, which required us to attend specialized training. We are now able to edit the plan online and then submit the changes electronically. Also we can grant different levels of access to department heads.

Thanks to the many department heads who have supported us. Thanks to the PART (spell out) and CERT (spell out) members for being there if we need them. Our thanks also to NMCOG and Beverly Woods for all her help.

## ENGINEERING DEPARTMENT

The Engineering Department supports the maintenance and operations of the Town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Parks Department, Planning Department and the Conservation Commission. Engineering services include reviewing and inspecting plans and specifications for compliance with design standards, and the inspection of the construction of subdivision utilities for compliance with the approved plans. The Engineering Department designs projects for various Town entities.

John R. Livsey, P.E.  
*Town Engineer*

Key responsibilities are as follows:

- Management and completion of Phase II Storm Water Program
- Increased coordination of inter-departmental processes with Planning to promote more effective service delivery
- Increased coordination with other government agencies and utility companies when projects are in the public right-of-way
- Provide plans, specifications, estimates, right-of-way plans, property descriptions for Town projects
- Attend development review meetings in coordination with the Planning Department, to review applications for compliance with Town standards
- Review plans and approve final maps (tracts) and parcel maps as required
- Conduct inspections of work within the public right-of-way through the construction process
- Provide assistance to the public regarding right-of-way issues
- Process all petitions for road openings
- Administer and coordinate contracts for engineering consultants, as needed
- Design and administer projects for the annual Capital Improvement Program, including roadway, curb, gutter and sidewalk improvement analysis
- Perform minor traffic engineering analysis
- Respond to neighborhood concerns and requests

I wish to express my sincere thanks to the Board of Selectmen and Town Manager for their full cooperation and to all members of the Engineering Department, who have been most cooperative.

# FINANCE COMMITTEE

The Finance Committee is an independent town board whose nine members are appointed by the Town Moderator for overlapping three year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town. In order to make informed recommendations, committee members regularly consult other committees and town officials.

Kelly Ross  
*Chair*

Judith Culver  
Richard Mackenzie  
David C. Murray  
Thomas Price  
Charles A. Rusman  
James Sullivan

In 2005, as the Finance Committee, the Board of Selectmen, and the School Committee reviewed the Town Manager’s balanced budget for FY06, it became clear that current revenue would not support funding to maintain current levels of service. In prior years, Westford drew on reserve funds to supplement revenue, however for FY06 that option was not possible without the reserve level dropping below the minimum recommended level of 5% of the town’s operating budget. The Finance Committee believes in maintaining that minimum level of reserves to preserve the town’s bond rating and to have funds immediately available for a significant unforeseen emergency.

The Board of Selectmen, the School Committee, and the Finance Committee worked together to address the gap between town revenue and town spending. The town boards agreed that the voters should be given the option of a Proposition 2½ override for the operating budget as an alternative to a reduction in services. The Finance Committee advocated for an override for the purpose of maintaining level service that funded existing town positions and new teacher positions to account for enrollment growth. However, the Board of Selectmen ultimately presented an override to the voters that included adding new town employees and expanding services in several town departments. The Finance Committee voted to support the override as presented by the Board of Selectmen. The voters rejected the override.

In addition to the Proposition 2½ override for the operating budget, a Capital Exclusion was presented to the voters. In recent years funds initially designated for capital have been moved into the operating budget, and as a result important capital needs have gone unfunded. The Board of Selectmen and the Finance Committee viewed the Capital Exclusion as a remedy to that situation. However, the voters rejected the Capital Exclusion. The Finance Committee supported the Town Manager’s recommended capital expenditures under article 11 of the Annual Town Meeting. Town Meeting agreed, and approved \$943,087. However, many capital items considered to be high priority by the town departments, including those items that were part of the failed Capital Exclusion, remain unfunded. A challenge for the coming year will be not only to fund the operating budget but also to address the more critical capital needs.

Annual Town Meeting passed an operating budget of \$75,046,161 for FY06, an increase of 2.29% over the prior year. Health insurance costs and energy costs (heating oil, natural gas, electricity, and gasoline) increased substantially. Additionally, other fixed costs such as contractual wage increases rose at a greater rate than town revenue. To keep expenses in line with revenue, several town positions were eliminated or had a reduction in hours, and the level of service provided by many departments could not be maintained at FY05 levels.

## *Finance Committee*

The FY06 budget that was passed at the Annual Town Meeting did not come into balance until \$2,416,251 of certified free cash was applied at the fall Special Town Meeting. This left town reserves approximately \$688,000 above the minimum recommended level of \$3.5 million.

To navigate this difficult financial situation, Westford is fortunate to have the leadership provided by Town Manager Steve Ledoux, Finance Director Suzanne Marchand, School Superintendent Steve Foster, and Assistant Superintendent Bill Olsen. Additionally, the year saw continued cooperation among the Board of Selectmen, the School Committee, and the Finance Committee. The Finance Committee views this high level of cooperation as a key to forming a budget plan for FY07.

In June, the committee conducted its annual reorganization and elected Kelly Ross, chair; Charlie Rusman, vice-chair; and Rich MacKenzie, clerk. The committee saw the departure of member Harvey Greenberg, and welcomed new member Tom Price and returning member Judith Culver. We thank them all for their service to the town and encourage citizens interested in serving on the committee to contact the Town Moderator for an appointment.

# FINANCE DEPARTMENT

The Financial Statements for the Fiscal Year ended June 30, 2005 are herewith submitted.

Suzanne C. Marchand  
*Finance Director/Treasurer*

The data represents a fair and accurate presentation in all material aspects of the Town's financial position and results of its operations.

Alice M. Ferro  
*Town Accountant*

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

An audit of the Town's financial records by Melanson Health and Company, PC, Certified Public Accountants, has been completed and the results of that audit are available in the Finance office for public inspection.



TOWN OF WESTFORD, MASSACHUSETTS  
GOVERNMENTAL FUNDS  
BALANCE SHEET  
JUNE 30, 2005

ASSETS												
Cash and short-term investments	\$	10,434,042	\$	5,310	\$	1,217,288	\$	154,863	\$	3,284,155	\$	15,095,658
Investments	-	-	2,683,373	-	-	-	3,827,662	912,247	7,423,282			
Receivables:												
Property taxes		671,696	-	-	-	-	-	-	-	-	-	671,696
Excises		244,462	-	-	-	-	-	-	-	-	-	244,462
Departmental and other		1,668	-	-	-	-	10,048	-	-	-	-	11,716
Intergovernmental		-	-	-	-	-	-	88,789	-	-	-	88,789
TOTAL ASSETS		11,351,868	2,688,683	1,217,288	3,992,573	4,285,191	23,535,603					
LIABILITIES AND FUND BALANCES												
Liabilities:												
Warrants payable		2,148,474	-	6,616	8,401	119,217	2,282,708					
Deferred revenues		654,198	-	-	10,048	-	664,246					
Notes payable		-	-	6,615,321	2,300,000	-	8,915,321					
Other liabilities		677,890	-	-	-	-	677,890					
TOTAL LIABILITIES		3,480,562	-	6,621,937	2,318,449	119,217	12,540,165					
Fund Balances:												
Reserved for:												
Encumbrances and continuing appropriations		1,983,139	-	-	-	-	1,983,139					
Perpetual (nonexpendable) permanent		-	-	-	-	426,507	426,507					
Debt service		704,486	-	-	-	-	704,486					
Unreserved:												
Undesignated, reported in:												
General fund		5,183,681	-	-	-	-	5,183,681					
Special revenue funds		-	2,688,683	-	1,674,124	1,901,877	6,264,684					
Capital project funds		-	-	(5,404,649)	-	1,599,096	(3,805,553)					
Permanent funds		-	-	-	-	238,494	238,494					
TOTAL FUND BALANCES		7,871,306	2,688,683	(5,404,649)	1,674,124	4,165,974	10,995,438					
TOTAL LIABILITIES AND FUND BALANCES	\$	11,351,868	\$	2,688,683	\$	1,217,288	\$	3,992,573	\$	4,285,191	\$	23,535,603

## GOVERNMENTAL FUNDS

## STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2005

	Revenues:					Expenditures:				
	General Fund	Stabilization Fund	School Capital Project Fund	Community Preservation Act Fund	Nonmajor Governmental Funds	Total Governmental Funds	Current			
Property taxes	\$ 47,135,367	\$ -	\$ -	\$ 1,077,558	\$ -	\$ 48,212,925				
Excises	2,980,020	-	-	-	-	2,980,020				
Penalties, interest and other taxes	550,157	-	-	-	-	550,157				
Charges for services	-	-	-	-	2,201,029	2,201,029				
Intergovernmental	19,817,270	-	11,728,745	1,005,454	3,843,928	36,395,397				
Licenses and permits	908,156	-	-	-	-	908,156				
Fines and forfeitures	21,495	-	-	-	-	21,495				
Investment income	483,973	84,170	-	105,489	34,729	708,361				
Miscellaneous	210,866	-	-	19,872	70,301	301,039				
Total Revenues	72,107,304	84,170	11,728,745	2,208,373	6,149,987	92,278,579				
							Expenditures:			
							Current			
General government	3,008,077	-	-	13,568,674	149,108	16,725,859				
Public safety	5,777,327	-	-	-	770,152	6,547,479				
Education	39,140,812	-	975,928	-	3,902,681	44,019,421				
Public works	3,867,269	-	-	-	6,410,216	10,277,485				
Health and human services	726,526	-	-	-	88,991	815,517				
Culture and recreation	1,571,443	-	-	-	477,614	2,049,057				
Employee benefits	5,902,175	-	-	-	-	5,902,175				
Miscellaneous	-	-	-	-	32,422	32,422				
Debt service	12,089,745	-	-	-	-	12,089,745				
Intergovernmental	264,945	-	-	-	-	264,945				
Total Expenditures	72,358,319	-	975,928	13,568,674	11,831,164	98,734,105				
Excess (deficiency) of revenues over expenditures	(251,015)	84,170	10,752,817	(11,360,301)	(5,681,197)	(6,455,526)				
							Other Financing Sources (Uses):			
Proceeds of bond anticipation notes	-	-	-	8,500,000	-	8,500,000				
Proceeds from bond refunding	4,380,000	-	-	-	-	4,380,000				
Payment to fiscal agent	(4,380,000)	-	-	-	-	(4,380,000)				
Operating transfers in	464,600	-	-	-	-	464,600				
Operating transfers out	(244,193)	(461,000)	-	-	(3,600)	(708,793)				
Total Other Financing Sources (Uses)	220,407	(461,000)	-	8,500,000	(3,600)	8,255,807				
Excess (deficiency) of revenues and other sources over expenditures and other uses	(30,608)	(376,830)	10,752,817	(2,860,301)	(5,684,797)	1,800,281				
Fund Equity, at Beginning of Year, as restated	7,901,914	3,065,513	(16,157,466)	4,534,425	9,850,771	9,195,157				
Fund Equity, at End of Year	\$ 7,871,306	\$ 2,688,683	\$ (5,404,649)	\$ 1,674,124	\$ 4,165,974	\$ 10,995,438				

TOWN OF WESTFORD, MASSACHUSETTS  
GENERAL FUND  
STATEMENT OF REVENUES AND OTHER SOURCES  
AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL  
FOR THE YEAR ENDED JUNE 30, 2005

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
<b>Revenues and Other Sources:</b>				
Taxes	\$ 47,051,694	\$ 47,051,694	\$ 47,051,694	\$ -
Excise	2,706,466	2,706,466	2,980,020	273,554
Penalties, interest and other taxes	417,500	417,500	550,157	132,657
Intergovernmental	16,462,637	16,462,637	16,429,270	(33,367)
Licenses and permits	736,034	736,034	908,156	172,122
Fines and forfeits	32,000	32,000	21,495	(10,505)
Investment income	375,000	375,000	483,973	108,973
Miscellaneous	425,000	425,000	210,866	(214,134)
Transfers in	464,600	464,600	464,600	-
Use of free cash	1,262,544	1,262,544	1,262,544	-
Use of designated fund balance	1,389,280	1,389,280	1,389,280	-
<b>Total Revenues and Other Sources</b>	<b>71,322,755</b>	<b>71,322,755</b>	<b>71,752,055</b>	<b>429,300</b>
<b>Expenditures and Other Uses:</b>				
General government	4,126,067	3,907,728	3,707,551	200,177
Public safety	5,829,721	5,934,684	5,737,320	197,364
Education	36,474,103	36,474,103	35,763,607	710,496
Public works	3,900,321	3,907,891	3,902,392	5,499
Health and human services	693,776	746,809	707,411	39,398
Culture and recreation	1,505,146	1,557,919	1,543,577	14,342
Debt service	12,283,804	12,283,804	12,099,745	184,059
Intergovernmental	292,775	292,775	264,945	27,830
Employee benefits	5,861,282	5,861,282	5,856,370	4,912
Transfers out	244,193	244,193	244,193	-
Other uses-snow and ice deficit	111,567	111,567	111,567	-
<b>Total Expenditures and Other Uses</b>	<b>71,322,755</b>	<b>71,322,755</b>	<b>69,938,678</b>	<b>1,384,077</b>
<b>Excess (deficiency) of revenues and other sources over expenditures and other uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,813,377</b>	<b>\$ 1,813,377</b>

**TOWN OF WESTFORD**  
**FY 2005 Budget Basis - General Fund**

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Ad/Transf	S.T.M. 10/04 S.T.M. 05/05 Ad/Transfers	Comp Reserve	Reserve Fd Transfers	Expended	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
122 SELECTMEN	-	11,700.00	-	-	-	350.00	11,885.25	130.00	34.75
	-	-	-	50,000.00	-	-	-	50,000.00	-
123 TOWN MANAGER	-	224,401.00	-	-	11,628.00	-	236,029.00	-	-
Personal Services	15,500.00	54,900.00	-	(10,000.00)	-	9,500.00	66,640.87	2,985.00	274.13
Expenses	150,000.00	-	-	186,000.00	-	-	242,706.63	93,293.37	-
Capital	-	-	-	-	-	-	-	-	-
131 FINANCE COMMITTEE	-	8,180.00	-	-	-	-	4,912.24	220.00	3,047.76
Expenses	-	192,000.00	-	-	-	(185,892.79)	-	-	6,107.21
Reserve Fund	-	-	-	-	-	-	-	-	-
132 FINANCE DIRECTOR	-	164,869.00	-	-	4,552.76	-	149,711.89	-	19,709.87
Personal Services	7,000.00	40,650.00	-	-	-	-	38,657.74	8,860.00	132.26
Expenses	-	-	-	-	-	-	-	-	-
133 TOWN ACCOUNTANT	-	159,338.00	-	-	6,446.65	-	163,587.02	5,300.00	2,197.63
Personal Services	20,131.64	7,870.00	-	-	-	-	22,693.82	-	7.82
Expenses	-	-	-	-	-	-	-	-	-
141 ASSESSORS	-	202,291.00	-	-	4,191.48	-	206,472.84	3,500.00	9.64
Personal Services	3,427.88	86,750.00	-	-	-	-	55,668.58	-	31,009.30
Expenses	-	-	-	-	-	-	-	-	-
145 TAX COLLECTOR	-	140,208.00	-	-	4,072.83	-	144,280.83	-	-
Personal Services	-	53,065.00	-	-	-	6,500.00	55,363.70	3,875.00	326.30
Expenses	-	-	-	-	-	-	-	-	-
151 LEGAL SERVICES	450.00	230,000.00	-	30,000.00	-	-	180,544.85	31,162.00	48,743.15
Expenses	-	-	-	-	-	-	-	-	-
152 HUMAN RESOURCES	-	174,142.00	-	(81,700.00)	1,352.90	-	87,125.30	-	6,669.60
Personal Services	125,912.14	346,744.00	-	60,000.00	(87,024.00)	-	13,743.37	431,833.00	55.77
Expenses	-	-	-	-	-	-	-	-	-
155 TECHNOLOGY	-	105,871.00	-	-	910.58	-	100,966.09	-	5,815.49
Personal Services	10,923.83	595,995.00	-	-	-	20,902.00	620,009.34	7,000.00	211.49
Expenses	283,856.24	-	170,000.00	-	-	-	47,098.65	406,757.59	-
Capital	-	-	-	-	-	-	-	-	-

TOWN OF WESTFORD  
FY 2005 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Ad/Transf	S.T.M. 10/04 S.T.M. 05/05 Ad/Transfers	Comp Reserve	Reserve Fd Transfers	Expended	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
161 TOWN CLERK Personal Services Expenses Capital	- 2,987.55 -	134,168.00 19,800.00 -	- - 4,180.00	- 1,700.00 -	1,892.81 - -	- - -	134,343.73 15,596.71 4,180.00	- 1,755.05 -	3,417.08 5,435.79 -
170 PERMITTING Personal Services Expenses	- 8,586.76 -	82,373.00 7,200.00 -	- -	- -	- -	500.00 -	70,567.09 14,513.69 -	- 700.00 -	12,305.91 573.07 -
171 CONSERVATION COMMISSION Personal Services Expenses	- 625.00 -	62,157.00 8,410.00 -	- -	- -	1,250.02 -	- -	63,407.02 7,787.48 -	- 875.00 -	- 372.52 -
174 PLANNING BOARD Personal Services Expenses Capital	- 11,345.72 -	48,500.00 14,900.00 -	- -	- 50,000.00 -	- -	- 1,428.80 -	47,047.85 12,596.85 -	- 5,900.00 50,000.00	1,452.15 9,177.67 -
176 ZONING BD OF APPEALS Expenses	-	4,000.00	-	-	-	-	3,443.55	550.00	6.45
189 GIS Personal Services Expenses Capital	- - -	69,456.00 70,075.00 -	- -	- -	- -	- -	51,354.28 6,358.36 17,200.00	- 54,875.00 161,800.00	18,101.72 8,841.64 -
192 TOWN HALL Personal Services Expenses Capital	- 15,000.00 655,746.76	34,873.00 111,100.00 3,465,986.00	- -	4,000.00 (4,000.00) 461,000.00	- -	- -	37,939.86 73,042.12 3,008,076.60	- 33,850.00 1,355,221.01	933.14 15,207.88 200,177.19
GENERAL GOVERNMENT			178,180.00		(50,725.97)	(146,711.99)			
210 POLICE Personal Services Expenses Capital	158,371.82 1,160.00 -	3,081,415.00 294,011.00 -	- -	- -	1,670.19 -	- 30,000.00 -	2,971,836.95 321,296.12 107,404.54	111,248.24 3,800.00 -	158,371.82 74.88 95.46
220 FIRE Personal Services Expenses Capital	- - -	1,786,239.00 173,611.00 -	- 55,000.00 -	- -	- -	8,788.62 -	1,778,434.91 178,769.56 55,000.00	- 3,600.00 -	7,804.09 30.06 -
241 BUILDING DEPARTMENT Personal Services Expenses	- 2,603.85 -	209,792.00 17,300.00 -	- -	- -	1,355.88 -	- -	183,838.47 15,503.16 -	- 3,534.53 -	27,309.41 866.16 -

TOWN OF WESTFORD  
FY 2005 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Art/Transf	S.T.M. 10/04 S.T.M. 05/05 Art/Transfers	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
244 SEALER WEIGHTS & MEASURES Personal Services Expenses	-	-	-	-	-	-	-	-	-	-
	-	3,000.00	-	-	-	-	2,500.00	-	-	500.00
291 EMERGENCY MGMT Personal Services Expenses	-	2,000.00	-	-	-	-	2,000.00	-	-	-
	-	4,734.00	-	-	-	5,000.00	9,723.07	-	10.93	-
292 ANIMAL CONTROL Personal Services Expenses	-	99,030.00	-	-	6,132.72	27,516.37	106,679.09	-	-	26,000.00
	54.07	10,546.00	-	-	-	1,500.00	11,782.02	-	-	318.05
Offset	-	(52,000.00)	-	-	-	-	(26,000.00)	-	-	(26,000.00)
Capital	-	-	-	-	-	23,000.00	23,000.00	-	-	-
294 TREE WARDEN Personal Services Expenses	-	2,000.00	-	-	-	-	500.00	-	-	1,500.00
	-	35,542.00	-	-	-	-	35,039.52	-	-	482.48
<b>PUBLIC SAFETY</b>	162,189.74	5,667,220.00	162,500.00	-	9,138.79	95,804.99	5,777,327.41	122,182.77	-	197,363.34
305 WESTFORD PUBLIC SCHOOLS Capital	107,543.13	35,703,358.00	-	250,000.00	-	-	35,224,801.23	144,137.98	-	691,961.92
	25,800.00	-	90,200.00	-	-	-	116,000.00	-	-	-
310 NASHOBA VALLEY TECH <b>EDUCATION</b>	-	430,545.00	-	-	-	-	412,011.00	-	-	18,534.00
	133,343.13	36,133,903.00	90,200.00	250,000.00	-	-	35,752,812.23	144,137.98	-	710,495.92
410 ENGINEERING Personal Services Expenses	-	103,210.00	-	-	-	-	66,001.93	-	-	37,208.07
	-	20,400.00	-	-	-	-	12,437.74	7,913.72	-	48.54
421 HIGHWAY Personal Services Expenses	-	1,012,813.00	-	-	7,570.33	-	1,020,350.35	-	-	32.98
	358.23	552,065.00	-	-	-	-	551,266.46	766.23	-	390.54
Capital	27,256.38	-	150,000.00	-	-	-	119,764.60	57,318.78	-	173.00
423 SNOW & ICE Personal Services Expenses	-	76,000.00	-	-	-	-	264,795.75	-	-	(188,795.75)
	-	274,345.00	-	-	-	-	598,604.63	-	-	(324,259.63)
427 STORMWATER MGMT Personal Services Expenses	-	-	-	-	-	-	-	-	-	-
	-	65,000.00	-	-	-	-	39,450.65	24,495.00	-	1,054.35
431 SOLD WASTE/RECYCLING Expenses Capital	35,000.00	1,628,848.00	-	-	-	-	1,171,679.65	14,986.50	-	477,161.85
	143,300.00	-	-	-	-	-	-	143,300.00	-	-



TOWN OF WESTFORD  
FY 2005 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Art/Transf	S.T.M. 10/04 S.T.M. 05/05 Art/Transfers	Comp Reserve	Reserve Fd Transfers	Expended	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
491 CEMETERY Expenses	7,742.00	17,640.00	-	-	-	-	22,917.69	-	2,464.31
<b>PUBLIC WORKS</b>	213,656.61	3,750,321.00	150,000.00	-	7,570.33	-	3,867,269.45	248,780.23	5,498.26
510 BOH/ENVIRONMENTAL Personal Services Expenses	-	139,914.00	-	-	3,155.13	-	143,067.68	-	1.45
	5,782.38	45,337.00	-	-	-	-	51,280.06	-	(160.68)
519 ANIMAL INSPECTION Personal Services	-	3,060.00	-	-	-	-	3,060.00	-	-
523 BOH/PUBLIC HEALTH Personal Services Expenses	-	98,669.00	-	-	5,825.00	-	104,494.00	-	-
	-	8,100.00	-	-	-	-	7,927.18	-	172.82
539 ADULT SUPPORTIVE DAY Personal Services Expenses Offset	-	79,305.00	-	-	668.76	-	79,270.44	-	703.32
	810.68	7,467.00	-	-	-	-	7,883.57	200.00	194.11
	-	(64,000.00)	-	-	-	-	(64,000.00)	-	-
540 SENIOR CENTER Personal Services Expenses Capital	-	55,915.00	-	-	3,188.83	56,000.00	105,662.16	-	9,441.67
	713.68	43,329.00	-	-	-	(20,300.00)	21,731.27	900.00	1,111.41
	2,654.59	-	10,000.00	-	-	-	5,817.09	6,837.50	-
541 COUNCIL ON AGING Personal Services Expenses Capital	-	164,369.00	-	-	4,495.27	-	158,822.97	-	10,041.30
	1,837.66	70,611.00	-	-	-	-	72,279.69	-	168.77
	28,694.00	-	-	-	-	-	15,253.66	13,440.34	-
542 VETERANS SERVICES Personal Services Expenses	-	7,800.00	-	-	-	-	5,575.00	-	2,225.00
	-	23,900.00	-	-	-	-	8,401.30	-	15,498.70
<b>HUMAN SERVICES</b>	40,492.99	683,776.00	10,000.00	-	17,332.99	35,700.00	726,526.27	21,377.84	39,397.87
610 LIBRARY Personal Services Expenses Capital	-	895,872.00	-	-	12,144.99	-	906,020.30	-	1,996.69
	783.41	256,071.00	-	7,190.00	-	15,207.00	264,015.36	15,207.00	29.05
	32,864.89	-	-	-	-	-	5,657.95	17,206.94	10,000.00
630 RECREATION Personal Services Expenses Capital Offset	-	157,880.00	-	-	4,518.87	-	161,898.82	-	500.05
	10,923.00	12,051.00	-	-	-	-	22,925.62	-	48.38
	55,550.00	-	27,245.00	-	-	-	37,390.15	45,404.85	-
	-	(8,702.00)	-	-	-	-	(8,702.00)	-	-

TOWN OF WESTFORD  
FY 2005 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Ad/Transf	S.T.M. 05/05 Ad/Transfers	Comp Reserve	Reserve Fd Transfers	Expended	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
650 PARKS-GROUNDS BLDG MAINT									
Personal Services	-	199,304.00	-	-	-	-	199,304.00	-	-
Expenses	-	32,042.00	-	-	-	-	32,042.00	-	-
Offset	-	(66,605.00)	-	-	-	-	(66,605.00)	-	-
670 HISTORICAL COMMISSION	6,289.00	11,100.00	-	-	-	-	15,069.47	725.00	1,594.53
Expenses									
673 ROUDENBUSH COMM CTR	-	51,000.00	-	-	-	-	51,000.00	-	-
Personal Services	-	(51,000.00)	-	-	-	-	(51,000.00)	-	-
Offset									
692 CELEBRATIONS	-	2,600.00	-	-	-	-	2,426.66	-	173.34
Expenses									
693 CULTURAL COUNCIL									
Expenses									
CULTURE & RECREATION	106,410.30	1,491,613.00	27,245.00	7,190.00	16,663.86	15,207.00	1,571,443.33	78,543.79	14,342.04
710 DEBT SERVICE		12,283,804.00	-	-	-	-	12,058,262.95	-	225,541.05
Expenses									
DEBT SERVICE	-	12,283,804.00	-	-	-	-	12,058,262.95	-	225,541.05
911 UNCLASSIFIED	50,000.00	5,861,282.00	-	-	-	-	5,895,279.50	12,895.00	3,107.50
Group Health	-	-	-	-	-	-	-	-	-
State Assessments	-	-	-	-	-	-	-	-	-
945 GEN LIABILITY INSURANCE	8,700.00	-	-	-	-	-	6,896.07	-	1,803.93
NON-DEPARTMENTAL	58,700.00	5,861,282.00	-	-	-	-	5,902,175.57	12,895.00	4,911.43
OPERATING BUDGETS	1,370,539.53	69,337,905.00	618,125.00	718,190.00	0.00	-	68,663,893.81	1,983,138.62	1,397,727.10

TOWN OF WESTFORD  
FY 2005 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Art/Transf	S.T.M. 10/04 S.T.M. 05/05 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	854,437.00	-	-	-	-	799,890.30	-	54,546.70
Expenses	77.94	1,488,293.00	-	-	-	-	1,295,825.03	1,576.41	190,969.50
	77.94	2,342,730.00	-	-	-	-	2,095,715.33	1,576.41	245,516.20
CAPITAL:									
	611,920.65	842,702.00	-	525,000.00	-	-	904,853.25	1,043,621.86	31,147.54
	611,920.65	842,702.00	-	525,000.00	-	-	904,853.25	1,043,621.86	31,147.54
WATER ENTERPRISE TC	611,998.59	3,185,432.00	-	525,000.00	-	-	3,000,568.58	1,045,198.27	276,663.74

TOWN OF WESTFORD  
FY 2005 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY2004 Encumbered & Carried Fwd	A.T.M. 5/04 Budget	A.T.M. 05/04 Art/Transf	S.T.M. 10/04 S.T.M. 05/05 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2005 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	461,736.00	-	5,471.00	-	-	383,958.17	-	83,248.83
Expenses	-	210,457.00	-	35,000.00	-	-	322,199.50	-	(76,742.50)
	-	672,193.00	-	40,471.00	-	-	706,157.67	-	6,506.33
CAPITAL:									
	-	-	-	-	-	-	-	-	-
AMBULANCE ENTERPRISE	-	672,193.00	-	40,471.00	-	-	706,157.67	-	6,506.33
GRAND TOTAL ALL FUNDS	1,982,538.12	73,195,530.00	618,125.00	1,283,661.00	0.00	-	72,370,620.06	3,028,336.89	1,680,897.17

**TOWN OF WESTFORD**  
**Special Revenue Funds - FY 2005**

	Balance July 1, 2004	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2005
<b>Fund 250 Town Grants</b>					
250-34022 NMCOG-MassGIS-State	15,359.98	-	-	-	15,359.98
250-34060 Elders Affairs-State	50.00	11,837.00	11,887.00	-	-
250-34063 Lowell Reg Trans Auth Van-Reim	(6,628.92)	47,174.43	39,442.83	-	1,102.68
250-34070 Comm Emerg Resp/Fire-State	1,000.00	-	970.00	-	30.00
250-34080 Arts Council-State	4,279.31	2,440.00	3,933.47	-	2,785.84
250-34130 Tobacco Grant	26,531.38	14,594.80	19,568.14	-	21,558.04
250-34156 Library Ligmeg-State	73,524.14	23,531.90	25,490.50	-	71,565.54
250-34178 S.A.F.E. Grant-State	1,701.69	4,739.26	587.87	-	5,853.08
250-34185 Septic	9,142.50	-	-	-	9,142.50
250-34191 Skin Cancer Grant	207.32	-	-	-	207.32
250-34196 DEP-Toxic Use Reduc/Reim State	-	7,309.69	9,864.97	-	(2,555.28)
250-34198 DEP-Integrated Pest Mgmt-Fed	(2,660.98)	6,889.83	4,228.85	-	-
250-34204 Community Policing FY04-State	19,548.83	-	19,548.83	-	-
250-34205 Community Policing FY05-State	-	36,243.00	11,215.88	-	25,027.12
250-34300 Tennis in the Park-Recreation	2,500.00	750.00	2,498.00	-	752.00
250-34403 Fire Public Safety Equipment-State	-	31,000.00	31,000.00	-	-
250-34485 BOH DPH Heroin Bsas-Fed	-	10,000.00	7,865.65	-	2,134.35
250-34490 BOH-Medical Reserve-Fed Reim	(12,780.17)	70,955.15	59,967.13	-	(1,792.15)
250-34492 EPS-Local Preparedness-Fed	-	-	7,225.00	-	(7,225.00)
250-34500 BOH- Emerg Prep Coalition-Fed	56,370.94	137,579.00	161,582.73	-	32,367.21
250-34985 Reg Recreation Trail	4,234.60	2,206.25	4,799.50	-	1,641.35
	192,380.62	407,250.31	421,676.35	-	177,954.58
<b>Fund 260 School Grants</b>					
260-34131 Enhanced School Health	-	51,360.00	50,566.00	-	794.00
260-34161 Early Childhood/SPED	(203.10)	20,537.00	19,199.13	-	1,134.77
260-34304 ReedBrk Living Lab Sch Cultural	(2,721.00)	17,121.00	18,029.53	-	(3,629.53)
260-34305 Title I -DOE #305	56,878.21	128,732.00	111,105.49	-	74,504.72
260-34402 Title VI -DOE #302	3,037.41	9,345.00	11,309.72	-	1,072.69
260-34404 Circuit Breaker SPED DOE#520	42,030.00	205,233.00	247,263.00	-	-
260-34410 Teacher Quality DOE#140	65,437.87	74,051.00	108,328.15	-	31,160.72
260-34561 Academic Support Services	-	4,124.00	4,124.00	-	-
260-34610 Enhance Ed thru Technology	-	5,355.00	4,523.51	-	831.49
260-34650 Safe & Drug Free Schools	181.53	14,325.00	9,995.18	-	4,511.35
260-34730 P.L. 94-142 Main	121,994.43	744,636.00	756,913.04	-	109,717.39
260-34740 Foundation Reserve	-	104,000.00	-	-	104,000.00
260-34850 Integrated Preschool	21,506.96	74,259.13	51,145.20	-	44,620.89
260-34890 School Choice	21,324.99	61,343.00	45,882.65	-	36,785.34
260-34961 SPED Profess Devel	13,638.34	21,831.00	30,526.04	-	4,943.30
260-34972 Presidential Award	3,354.87	-	3,347.70	-	7.17
	346,460.51	1,536,252.13	1,472,258.34	-	410,454.30

**TOWN OF WESTFORD**  
**Special Revenue Funds - FY 2005**

		Balance		Transfers		Balance
Fund 270 Gift/Revolving		July 1, 2004	Receipts	Expenditures	In/(Out)	June 30, 2005
270-33013 Insurance Recovery-Water	-		303.78	-	-	303.78
270-33015 Insurance Recovery-School*	22,063.10		-	-	-	22,063.10
270-33016 Insurance Recovery-Lightning*	2,853.67		-	-	-	2,853.67
270-33017 Insurance Recovery-Library*	110.00		-	-	-	110.00
270-33018 Insurance Recovery-Police*	962.88		11,057.87	7,644.82	-	4,375.93
270-35400 Affordable Housing Gift	-		47,500.00	18,043.75	-	29,456.25
270-35410 BOH-Health Fair Gift	7.64		290.00	532.41	-	(234.77)
270-35411 BOH-AED Defibrillator Gift	100.00		2,664.50	2,123.15	-	641.35
270-35415 BOH-Westford Against Sub Abuse	2,500.00		7,741.50	3,176.75	-	7,064.75
270-35420 BOH-Dental Gift	11.71		8,000.00	7,816.20	-	195.51
270-35425 East Boston Camps TPL Gift	-		30,780.00	300.00	-	30,480.00
270-35428 Comcast Cable/Public Access Gift	-		75,816.78	-	-	75,816.78
270-35440 Historic Comm Gift	200.00		-	-	-	200.00
270-35445 Veteran's Gift	1,000.00		-	250.00	-	750.00
270-35450 Fletcher Library Sunday Hrs Gift	7,000.00		-	-	(7,000.00)	-
270-35470 Mass Electric/Conservation Gift	38,000.00		-	21,090.05	-	16,909.95
270-35472 Plan Bd Xavier Sidewalks Gift Gift	-		10,000.00	-	-	10,000.00
270-35475 Conservation Comm Gift	-		86.14	-	-	86.14
270-35578 School-Abbot Playground Gift Gift	-		51,472.96	48,725.22	-	2,747.74
270-35580 Sch Extended Day-Elem	43,884.02		197,607.50	107,795.45	-	133,696.07
270-35590 Sch Extended Day-Middle	-		48,415.78	48,415.78	-	-
270-35600 Drug Investigation	56,162.53		9,253.34	6,229.35	-	59,186.52
270-35604 Cemetery-Amer Legion Gift	500.00		-	-	-	500.00
270-35605 Fire Outside Detail	(4,642.98)		21,906.19	24,102.33	-	(6,839.12)
270-35607 School Art Enrichment Donation	392.00		-	-	-	392.00
270-35608 School Inventors Fair Donation	-		550.00	550.00	-	-
270-35609 HP Technology Teaching Sch Gift	-		2,500.00	-	-	2,500.00
270-35610 Police Outside Details	(76,407.68)		418,818.26	439,857.57	-	(97,446.99)
270-35620 School Outside Details	45,617.96		117,708.42	105,405.90	-	57,920.48
270-35624 Miller School Library Gift	82.94		-	82.94	-	-
270-35625 School Reed Living Lab Donation	6,324.51		3,599.00	4,651.88	-	5,271.63
270-35628 Fdn Mortgage Sch Gift	700.00		-	700.00	-	-
270-35630 School Athletic Revolving	94,439.84		324,135.89	363,350.54	-	55,225.19
270-35640 School Lost Books	17,271.10		5,849.69	5,592.86	-	17,527.93
270-35648 Recre-Field Maint Revol 53E1/2	13,045.50		60,230.20	73,275.70	-	-
270-35650 Recreation Revolving 53 D	23,295.54		143,752.68	156,336.02	-	10,712.20
270-35652 Jack Walsh Field Gift	3,642.40		-	-	-	3,642.40
270-35653 Recreation Programs 53E1/2	80,464.11		157,591.02	163,652.77	-	74,402.36
270-35654 Recreation Donation	19,000.00		-	-	-	19,000.00
270-35655 Recreation Edward Plygrd Gift	50.00		-	-	-	50.00
270-35660 Consulting Fees	11,334.56		-	-	(11,334.56)	-
270-35661 Extended Polling Hours	-		4,045.00	3,990.85	-	54.15
270-35670 Cultural Council Gift	2,637.00		-	145.96	-	2,491.04
270-35690 Late Bus Fees	-		54,108.00	18,899.14	-	35,208.86
270-35705 Partnership Children 53E1/2	-		242,540.20	220,948.05	-	21,592.15
270-35710 Library Memorial Book Fee	20,108.48		37,391.41	37,198.38	-	20,301.51
270-35720 H.S. Activity Fees	6,187.97		17,771.00	16,771.00	-	7,187.97
270-35730 School Building Usage Fee	111,796.17		122,227.44	127,489.37	-	106,534.24
270-35735 Westford Education Fdn-WEF	-		5,780.00	5,881.40	-	(101.40)
270-35760 Recycling Revolving 53E1/2	4,044.28		5,740.00	2,000.00	-	7,784.28
270-35775 Scholarship Fund-Twn Tax Prg	8,864.66		528.44	-	-	9,393.10
270-35776 Arts & Technology-Twn Tax Prog	2,859.61		338.57	-	-	3,198.18
270-35780 ZBA Permits	6,442.52		-	-	(6,442.52)	-
270-35792 Elder & Disabled Tax	17,920.98		11,325.06	11,500.00	-	17,746.04
270-35793 Adult Supportive Day Care	43,954.53		52,449.45	67,208.00	-	29,195.98
270-35999 School	17,050.00		-	17,050.00	-	-
270-35794 PWED	13,492.99		-	-	-	13,492.99
		665,324.54	2,311,876.07	2,138,783.59	(24,777.08)	813,639.94

**TOWN OF WESTFORD**  
**Special Revenue Funds - FY 2005**

	Balance July 1, 2004	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2005
<b>Fund 280 Receipts Reserved</b>					
280-33000 Cemetery Sale of Lots	59,449.93	10,433.25	700.00		69,183.18
280-33830 Conservation Wetlands Project	15,651.10	46,305.00	-	(3,600.00)	58,356.10
	<u>75,101.03</u>	<u>56,738.25</u>	<u>700.00</u>	<u>(3,600.00)</u>	<u>127,539.28</u>
<b>Other Designated Funds</b>					
220-00000 School Lunch	200,159.71	1,371,461.10	1,337,744.56		233,876.25
290-00000 Community Preservation	4,534,425.25	2,205,766.13	13,568,673.98	10,819,872.00	3,991,389.40
295-00000 Title V	31,089.77	570.30	-		31,660.07
	<u>4,765,674.73</u>	<u>3,577,797.53</u>	<u>14,906,418.54</u>	<u>10,819,872.00</u>	<u>4,256,925.72</u>
<b>TOTALS</b>	<u>6,044,941.43</u>	<u>7,889,914.29</u>	<u>18,939,836.82</u>	<u>10,791,494.92</u>	<u>5,786,513.82</u>



**TOWN OF WESTFORD**  
**Capital Projects Funds - FY 2005**

Town Fund 310		FY 2004		Revenue		Continued	Close to
Org/Obj	Description	Balance Fwd		Bans/Bonds	Expended	Appropriation	General Fund
32415	Sidewalk Acct/Planning	38,000.00		11,623.20	-	49,623.20	0.00
32442	Cemetery Development Fund	1,856.24		-	-	1,856.24	0.00
32520	Cameron Restoration	2,148.26		-	-	2,148.26	0.00
32572	Town Hall Police Fire Lot	29,821.98		-	-	29,821.98	0.00
32573	Design New Police Station'	196.64		-	-	196.64	0.00
32574	Police Station Construction	54,746.60		-	-	54,746.60	0.00
32576	New Fire Station	132,314.62		-	-	132,314.62	0.00
32582	Recreational and Athletic	1,764.39		-	-	1,764.39	0.00
32586	Paint Town Hall/Cameron	1,804.30		-	-	1,804.30	0.00
32700	Oak Rd Betterment 11/02 #4	19,267.23		-	-	19,267.23	0.00
32702	Camp Street Betterment 11/02 #5	18,657.80	25,000.00	-	-	18,657.80	0.00
32708	Brookside Dam Repair 5/03 #13	16,706.69		-	4,550.20	12,156.49	0.00
35282	Graniteville Restoration	1,911.06		-	1,911.06	0.00	0.00
35291	Stoney Brook Ctr Master Pln	3,506.28		-	-	3,506.28	0.00
35294	Hwy A&E A09S111300	(125,715.04)		-	-	(125,715.04)	0.00
35295	Hwy Garage STM 11/00 Art7	1,000.00		-	-	1,000.00	0.00
35296	Hwy Garage Const 5/01 #12	7,394,129.71		-	5,998,182.54	1,395,947.17	0.00
Total Town Capital		7,592,116.76		11,623.20	6,004,643.80	1,599,096.16	0.00

School Fund 320		FY 2004		Revenue		Continued	Close to
Org/Obj	Description	Balance Fwd		Bans/Bonds	Expended	Appropriation	General Fund
32550	K-5 Needs A&E 12/99 Art# 7	(11,953,636.89)		11,728,679.00	-	(224,957.89)	0.00
32551	6-8 Needs/Renova 5/99 Art# 12	(3,090,055.33)		-	-	(3,090,055.33)	0.00
32552	Modular School Buildings	71,566.95		-	-	71,566.95	0.00
32601	Middle Sch A&E 5/00 Art# 14	(1,527,447.40)		-	-	(1,527,447.40)	0.00
32690	Abbot Parking Lot	(792.00)		-	(792.00)	-	0.00
32695	Abbot Septic 11/01 Art# 5	25,106.85		-	20,910.00	4,196.85	0.00
32709	All Weather Track	(4,390.00)		-	(4,390.00)	-	0.00
32713	Westford Academy Construction	37,457.26		-	-	37,457.26	0.00
32715	Day School Sewer	28,420.00		-	-	28,420.00	0.00
32717	PBC Nab Construction	20,646.10		-	-	20,646.10	0.00
32723	Fire Alarm System-Day	2,677.72		-	-	2,677.72	0.00
32727	Site Fac A&E 11/98 Art# 8	(2,608.79)		-	-	(2,608.79)	0.00
32728	K-5 Const 5/00 Art# 13	2,162,366.29		-	148,397.82	2,013,968.47	0.00
32729	6-8 Const 11/00 Art# 20	(1,926,777.07)		-	811,802.01	(2,738,579.08)	0.00
34901	Premium on Bans	-		66.15	-	66.15	0.00
Total School Capital		(16,157,466.31)		11,728,745.15	975,927.83	(5,404,648.99)	0.00
		6,615,321.00 School BAN					

Fund 230	Balance July 1, 2004	Receipts	Expenditures	Transfers	Balance June 30, 2005
Highway Chapter 90	10,061.95	319,259.07	407,121.68	(10,987.60)	(88,788.26)

## TOWN OF WESTFORD

Trust Fund Activity  
Fiscal Year 2005

	Fund Balance July 1, 2004	Receipts	Investment Income	Expenditures	Transfers In/(Out)	Balance June 30, 2005
<b>Expendable Trusts:</b>						
710 Cemetery Perpetual Care	10,529.74	10,520.00	7,293.75	2,911.66	-	25,431.83
Charles Colburn Cem	2,921.39	-	132.39	-	-	3,053.78
William Wright Cem	2,312.86	-	218.96	-	-	2,531.82
Lyman Wilkins Cem	4,159.99	-	166.86	-	-	4,326.85
J.H. Fletcher Cem	2,100.99	-	108.33	-	-	2,209.32
Alonzo Reed Cem	5,821.97	-	219.22	-	-	6,041.19
Metcalf & Soldiers	7,942.41	-	276.73	-	-	8,219.14
Library Book Fund	3,851.63	-	492.13	2,072.04	-	2,271.72
Library Lecture Fund	815.81	-	915.71	1,285.00	-	446.52
Library All Purpose	391.75	175.37	527.25	662.55	-	431.82
Library Trustee	4,275.16	81.00	1,832.90	2,678.85	-	3,510.21
J.V. Fletcher Library	142,998.65	663.23	4,217.91	3,260.61	-	144,619.18
Ellen Rainville Educ	104.14	-	510.46	368.76	-	245.84
Whitney Shade Tree	12,616.65	-	452.62	-	-	13,069.27
Whitney Playground	27,229.71	-	1,114.67	-	-	28,344.38
Conservation Fund	109,027.09	-	7,939.99	10,214.51	-	106,752.57
	337,099.94	11,439.60	26,419.88	23,453.98	-	351,505.44
<b>Non-Expendable Trusts:</b>						
700 Cemetery Perpetual Care	230,344.50	-	1,860.00	-	-	232,204.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	58,354.35	-	-	-	-	58,354.35
J.V. Fletcher Library	-	-	-	-	-	-
Ellen Rainville Educ	17,000.00	-	-	-	-	17,000.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
E Vance Library Stock	21,204.23	-	12,683.33	-	-	33,887.56
	411,963.77	-	14,543.33	-	-	426,507.10
730 Stabilization Fund	3,065,513.07	-	84,169.98	-	(461,000.00)	2,688,683.05
720 Health Claims Fund	208,248.67	-	2,062.48	75,000.00	-	135,311.15
<b>TOTALS</b>	<b>4,022,825.45</b>	<b>11,439.60</b>	<b>127,195.67</b>	<b>98,453.98</b>	<b>(461,000.00)</b>	<b>3,602,006.74</b>

TOWN OF WESTFORD  
STATEMENT OF INDEBTEDNESS  
FISCAL 2005

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2004	+ New Debt Issued	- Retirements	=Outstanding June 30, 2005	Interest Paid in FY05
Buildings	14,105,000.00	0.00	1,580,000.00	12,525,000.00	549,675.30
Departmental Equip.	405,000.00	0.00	405,000.00	0.00	12,270.00
School Buildings	45,275,000.00	0.00	1,870,000.00	43,405,000.00	1,901,465.57
School-All Other	2,520,000.00	0.00	620,000.00	1,900,000.00	137,412.50
Sewer	1,364,865.00	0.00	144,060.00	1,220,805.00	46,657.22
Solid Waste				0.00	0.00
Other Inside	1,951,645.56	0.00	390,913.91	1,560,731.65	89,673.73
SUB-TOTAL Inside	65,621,510.56	0.00	5,009,973.91	60,611,536.65	2,737,154.32
Long Term Debt Outside the Debt Limit	Outstanding July 1, 2004	+ New Debt Issued	- Retirements	=Outstanding June 30, 2005	Interest Paid in FY05
Airport				0.00	0.00
Gas/Electric Utility				0.00	0.00
Hospital				0.00	0.00
School Buildings	29,930,000.00	4,380,000.00	6,680,000.00	27,630,000.00	1,553,366.72
Sewer				0.00	0.00
Solid Waste				0.00	0.00
Water	12,183,678.68	12,743,357.00	11,996,055.68	12,930,980.00	188,310.82
Other Inside				0.00	
SUB-TOTAL Outside	42,113,678.68	17,123,357.00	18,676,055.68	40,560,980.00	1,741,677.54
GRAND TOTAL	107,735,189.24	17,123,357.00	23,686,029.59	101,172,516.65	4,478,831.86
Short Term Debt	Outstanding July 1, 2004	+ New Debt Issued	- Retirements	=Outstanding June 30, 2005	Interest Paid in FY05
RANs -Revenue Anticipation Notes					
BANs - Bond Anticipation Notes					
Buildings					
School Buildings	18,344,000.00	6,615,321.00	18,344,000.00	6,615,321.00	412,740.00
Sewer					
Water					
Other BANs	0.00	10,800,000.00		10,800,000.00	
SANs - State Grant Anticipation Notes					
FANs - Federal Grant Anticipation Notes					
Other Short Term Debt					
Total Short Term Debt	18,344,000.00	17,415,321.00	18,344,000.00	17,415,321.00	412,740.00

Authorized and Unissued Debt					
Purpose	Date of Vote	Article Number	Amount Authorized	Less New Issues Retirements and/or Rescission	=Balance Unissued 6/30/2005
Elementary Sch Const	05/06/00	13	27,244,305.00	27,244,305.00	0.00
Water Filtration Plants	05/06/00	17	15,000,000.00	14,432,236.00	567,764.00
Middle School Const	11/13/00	20	23,000,000.00	16,384,679.00	6,615,321.00
Highway Garage Const	05/06/01	12	10,800,000.00	10,000,000.00	800,000.00
Abbot Septic/Town Ctr	11/13/01	5	1,500,000.00	1,400,000.00	100,000.00
Brookside Mill Dam Rej	05/13/02	13	150,000.00	100,000.00	50,000.00
Purchase Land-Open S	02/07/05	1	11,150,000.00	0.00	11,150,000.00
Town Sewer Connectio	05/07/05	12	1,358,000.00	0.00	1,358,000.00
TOTAL Authorized and Unissued Debt					20,641,085.00

Finance Department

Long Term Debt    Inside the Debt Limit Report by Issuance	Outstanding July 1, 2004	+ New Debt Issued	- Retirements	=Outstanding June 30, 2005	Interest Paid in FY05
Roof Repairs/Btmt/Drew	155,000.00		80,000.00	75,000.00	6,285.00
Fire Station Const	1,050,000.00		105,000.00	945,000.00	41,475.00
Police Station Const	2,020,000.00		505,000.00	1,515,000.00	89,890.00
Hwy Garage A&E	700,000.00		50,000.00	650,000.00	26,687.50
Fire Station Suppl	180,000.00		20,000.00	160,000.00	6,675.00
Highway Garage Const	10,000,000.00		820,000.00	9,180,000.00	378,662.80
A&E/Rec/Tn/S Equip	30,000.00		30,000.00	0.00	1,020.00
Dept Equip	375,000.00		375,000.00	0.00	11,250.00
Classroom Conv Day/Abbott	565,000.00		60,000.00	505,000.00	22,225.00
Nab School Const	3,405,000.00		285,000.00	3,120,000.00	173,808.75
Bordeleau Land Purchase	270,000.00		30,000.00	240,000.00	10,012.50
Nab Sch Const Supp	60,000.00		20,000.00	40,000.00	2,600.00
Elem Sch Const	20,475,000.00		705,000.00	19,770,000.00	850,012.50
Middle Sch Const	19,500,000.00		670,000.00	18,830,000.00	809,601.26
School Bldg & Fac Repair	1,000,000.00		100,000.00	900,000.00	33,205.56
Modular Classrooms	2,090,000.00		190,000.00	1,900,000.00	113,762.50
School K-5 A&E	430,000.00		430,000.00	0.00	23,650.00
Land Acquisition Hill Property	390,000.00		65,000.00	325,000.00	21,287.50
Land Acq Drew Parcel	100,000.00		10,000.00	90,000.00	3,950.00
Land Acq Day Parcel	280,000.00		35,000.00	245,000.00	13,781.25
Land Acq Pickings	480,000.00		120,000.00	360,000.00	21,360.00
Fire Ladder Truck Lease	601,645.56		140,913.91	460,731.65	26,261.09
Brookside Dam Repairs	100,000.00		20,000.00	80,000.00	3,033.89
Title V(Note 1)	64,865.00		4,060.00	60,805.00	0.00
Abbot Septic/Town Ctr Ext(1)	900,000.00		100,000.00	800,000.00	33,375.00
Abbot Septic/Town Ctr Ext(2)	400,000.00		40,000.00	360,000.00	13,282.22
<b>SUB-TOTAL Inside</b>	<b>65,621,510.56</b>	<b>0.00</b>	<b>5,009,973.91</b>	<b>60,611,536.65</b>	<b>2,737,154.32</b>
Long Term Debt    Outside the Debt Limit	Outstanding July 1, 2004	+ New Debt Issued	- Retirements	=Outstanding June 30, 2005	Interest Paid in FY05
Middle Sch Const Refinance Issue	5,130,000.00		5,130,000.00	0.00	135,050.00
Middle School Const-Refin	0.00	4,380,000.00	0.00	4,380,000.00	87,254.22
Academy Const	24,800,000.00		1,550,000.00	23,250,000.00	1,331,062.50
Water Pumping Station	320,000.00		40,000.00	280,000.00	15,750.00
WPAT Loan 1	1,775,634.00		1,775,634.00	0.00	28,698.63
WPAT Loan 2	10,088,044.68		10,088,044.68	0.00	0.00
WPAT Loan 1 (Refinance)	0.00	2,028,125.00	92,377.00	1,935,748.00	0.00
WPAT Loan 2 (Refinance)	0.00	10,715,232.00		10,715,232.00	143,862.19
<b>SUB-TOTAL Outside</b>	<b>42,113,678.68</b>	<b>17,123,357.00</b>	<b>18,676,055.68</b>	<b>40,560,980.00</b>	<b>1,741,677.54</b>
<b>GRAND TOTAL</b>	<b>107,735,189.24</b>	<b>17,123,357.00</b>	<b>23,686,029.59</b>	<b>101,172,516.65</b>	<b>4,478,831.86</b>
Short Term Debt Report by Issuance	Outstanding July 1, 2004	+ New Debt Issued	- Retirements	=Outstanding June 30, 2005	Interest Paid in FY05
Elem Sch Const	10,844,000.00	0.00	10,844,000.00	0.00	
Middle Sch Const	7,500,000.00	6,615,321.00	7,500,000.00	6,615,321.00	412,740.00
East Boston Camps	0.00	10,800,000.00		10,800,000.00	
<b>TOTAL</b>	<b>18,344,000.00</b>	<b>17,415,321.00</b>	<b>18,344,000.00</b>	<b>17,415,321.00</b>	<b>412,740.00</b>

TAX COLLECTOR							
7/1/2004		Annual Town Report 2005				6/30/2005	
YEAR	BALANCE	COMMITMENTS	ABATEMENTS	TAX TITLE	REFUNDS	COLLECTIONS	ADJUSTMENTS
REAL ESTATE							
2005		\$ 46,716,695	\$ (255,469)	\$ (65,516)	\$ 107,386	\$ (46,111,366)	\$ (12)
2004	\$ 359,722		\$ (13,633)	\$ (40,003)	\$ 18,373	\$ (315,768)	\$ 22
2003	\$ 2,295					\$ (1,397)	\$ 898
PRIOR	\$ 1,913						\$ 1,913
TOTAL	\$ 363,930	\$ 46,716,695	\$ (269,101)	\$ (105,519)	\$ 125,759	\$ (46,428,532)	\$ 10
						\$ 403,242	
CONSERVATION PROTECTION ACT (CPA)							
2005		1,101,494	(22,928)	(892)	1,590	(1,071,254)	(2)
2004	7,236	210	(375)	(912)	467	(6,436)	190
2003		35				(35)	0
TOTAL	7,236	1,101,740	(23,303)	(1,804)	2,057	(1,077,725)	(2)
							8,199
PERSONAL PROPERTY							
2005		826,240	(557)		1,662	(824,774)	143
2004	5,306		(3,118)		160	(1,026)	1
2003	2,467		(676)			(224)	1,567
PRIOR	2,880		(915)			(285)	1,679
TOTAL	10,652	826,240	(5,265)		1,822	(826,310)	144
							7,284
EXCISE							
2005		2,564,480	(60,976)		30,313	(2,358,271)	33
2004	179,225	510,696	(38,670)		23,762	(643,401)	20
2003	32,124	18,985	(7,033)		2,920	(29,908)	17,088
PRIOR	22,104	201	745		86	(2,974)	20,162
TOTAL	233,452	3,094,362	(105,933)		57,082	(3,034,554)	53
							244,462
				Respectfully submitted,			
				Cheryl Accardi CMMC, Tax Collector			
				1/16/06			



# FIRE DEPARTMENT

Good Samaritan Jessica Struzziero was honored by the department in September for her actions at a highway accident.

Richard J. Rochon  
*Fire Chief*



After family members were thrown from the vehicle, Jessica stayed with the young child (foreground) who was still in her car seat while at the scene and at the hospital. Lt. Mark Valcourt (pictured) nominated Jessica and the department commended her for her unselfish acts of kindness and care given in a time of crisis.

## Training

This past year continued with our in-house EMT training program with Lieutenant/Emergency Medical Services Director Bob Benoit working very hard to bring new skills and continued education to the department. Lt. Benoit, with assistance from Firefighter/EMT-P Tim Bellemore, has helped us to stay focused on patient care and delivering the best service that we can to the residents. In addition Fire Services Training Director David O'Keefe has continued to provide fire training to keep the skills necessary to provide the best possible protection to the residents but to also enhance the skills provided in training to keep the firefighters safe. Bob and Dave's commitment, along with the instructors that support their efforts, are immeasurable to good training. Along with this is the request again for additional funds for training for the FY07 budget. We believe that additional funds can provide us with a more comprehensive training plan and will be an additional step toward providing a training program that can continue to benefit the staff continuing to work towards our end goal in providing the best services to the Town.



## Staffing

This continues to be challenging to us and the community to add additional personnel to have staffing at the George P. Rogers station located on Town Farm Road. This town continues to grow and the impact of future projects such as the Abbot Mill and Graniteville Woods will have a



New Station 3 - 39 Town Farm Rd. Forge / Graniteville

significant impact to this area of town that is already strained because of no staffing in this station. In addition we should continue to plan to have a new sub-station in Parker Village, which would also include staffing. The Laurel Hills project and the growth we have seen of the past few years should cause us to start planning for improved fire protection in this area. Another area of concern that we should keep a watchful eye on is the development of the property located on Groton Road (Route 40) known as Modern Continental. It is my opinion that the development of this property could impact us as the route 40 corridor develops to a greater degree and that we should look to have a replacement fire station located on route 40. Again in my opinion this should be funded by an alternative source rather than the taxpayers of this community.

## **Grants**

This past year we were very fortunate to receive three grants in total. The first was a federal grant of \$36,400 for improvements to our breathing apparatus system and the ability to have a modern compressor for our breathing bottles that we use for hazardous environments. Our second grant for \$31,000 is for a partial replacement of firefighter turnout gear replacing gear that is five years old. These grants would not have happened without the enormous help and organization from Lieutenant Jim Barrett. The last grant was a S.A.F.E. (student awareness safety education) grant for \$4,739.26 for educating students of the dangers of fire and tobacco products and is overseen by Fire Prevention Officer Don Parsons. We would like to thank both of these individuals for their continued hard work and commitment to these projects.



## **Capital Program**

This past year we have been successful in replacing hose and couplings that had been lost as part of the budget three years ago, and it is good to be back on track with these items. The second item that we were able to do is to finish with the firefighter gear replacement (see grants above) which is important to replace this gear no later than every five years which helps keep our firefighters safe. Lastly we were able to replace the Fire Prevention vehicle replacing an old police cruiser that had more than 130,000 miles on it and had become a safety liability.



This past year we lost a past member of our department, Frank Mulligan, who served as a Junior fire member from 1942 to 1943 and then rejoined the department in 1946 and was a Captain from 1950-1954 before becoming part of the Board of Fire Engineers and then leaving in 1968.

Mr. Mulligan went on to become the town's Emergency Management Director and was instrumental in developing the Comprehensive Emergency Management Plan (CEMP) by which the Town of Westford lives by today and was in this position for some 14 years before retiring in April 1999.



We also recognize the members of our department who turn out as honor guards who respectfully remember and honor those members who pass on before us, I am grateful for their dedication to this noble cause.

## **Thank You**

Lastly, in December the town was faced with an oil spill at the Abbot School that I feel will have a significant impact to our budgets, however I believe that if it weren't for the swift response from town departments and their resources the impact would be far greater. I would like to thank all the town and state agencies that were involved in controlling this incident. I would like to thank the area Chiefs for their support and commitment for mutual aid system and the other department heads who I feel work hard and tirelessly to improve us as local agencies but to also improve our community as a whole. I would again like to thank the Board of Selectmen and Town Manager for their support of the department, working with us to strive to meet our future goals and objectives.

I would like to thank the town's people for your continued support. I know that it can be sometimes difficult with all the budgets to understand how we get to our goals but your belief in our department and support allows us to continually move forward to improve our manpower, capital, facilities and response time which in turn improves our ability to protect and serve you. I have always felt that I am a caretaker of your tax dollar and thank you for that trust as I continue to use those dollars wisely and efficiently.

I don't think you can say enough for the women and men of this department, who have such a commitment to improve our ability to provide services to the townspeople and I would like to acknowledge each of you with a heartfelt thanks. I would also specifically thank Dave Christiana, who has become sort of our department historian and shares the many photos that are provided in this report to show the dedication of our people in action.

I would also like to thank my wife Kathy, who has always supported me in this difficult life style of late hours and endless meetings and knowing that she'll always be there for me and the family. What can I say about Kayla and Maria who don't quite understand the late nights and meeting but always have that unconditional love for me. I am so proud of their accomplishments and their progress in school and love them so much for who they are. I can't believe how fast the time goes by as they will be heading to third grade and I'm sure they'll do a great job.





**Westford Fire Department Roster**

Fire Chief  
Richard J. Rochon

Deputy Chief  
Unfilled

Captains  
Steven R. Ducharme  
Daniel J. O'Donnell Sr.  
Joseph T. Targ  
David A. Woitowicz

Lieutenants  
James P. Barrett                      Robert L. Benoit  
Harold A. Fletcher Jr.              Mark N. Valcourt

**Firefighters & E.M.T.'s**

Andrew G. Anderson Jr.	Brian D. Foley	Gregg McLaughlin
Timothy A. Bellemore	John Fox	David M. O'Keefe
Daniel A. Britko	Shawn P. Girard	Donald R. Parsons
Nancy V. Burns	Kevin Grebinar	Don Post
William Cashman	Richard Green	Ernest W. Pudsey
David P. Christiana	Don Greenwood	Shawn M. Ricard
Peter Coe	Tim Hall	James M. Sheridan
Michael Cool	James Juncas	Susan Smith
Joseph D. Delpapa Jr.	James R. Klecak	William Stone
Peter Denechuck	James F. Lamy	Kevin Woitowicz
Michael Denehy	Darren Lanier	Stephen A. Wyke
David A. Devincentis	Paul Lemieux	
John A. Facella		

**Auxiliary Firefighters/E.M.T.'s**

Jim Bunyon    Eric Earle    Michael Eracleo    Jim Rautenberg    Patrick Riley    Matt Wyke

**Special Assignment Firefighters**

Lieutenant Robert Benoit EMS Director	Captain Daniel J. O'Donnell Sr. Fire Investigation Unit	Captain Joseph T. Targ Code Enforcement Emergency Management Director
David O'Keefe Training Director	Peter Dennechuk Fire Investigation Unit	Donald Parsons Fire Prevention Officer & Juvenile Fire Setters Program
Bill Stone Child Seat Coordinator	Lieutenant Harold A. Fletcher Jr. Hazardous Materials Tech	Donald Parsons S.A.F.E. Coordinator & Community Service Officer

## Fire Alarm Operators

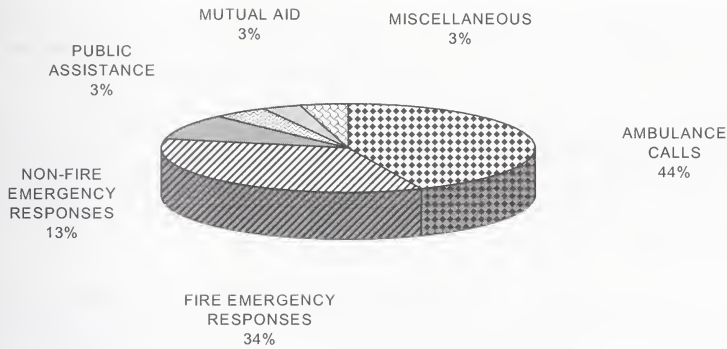
Douglas Cook  
Colin Osgood

Audrey M. Ducharme  
David Lefebvre

Ryan Monat  
Jody Carroll

## Fire Department Call Log

Ambulance calls	1324
Fire emergency responses	1007
Non-fire emergency responses	380
Public assistance	86
Mutual aid	83
Miscellaneous	91



Cooking fire permits	76
Brush permits	974
Blasts monitored	13
Agriculture burn	0
26F - Refinance / Resale Inspections	266
26G - New Construction Inspections	79
Stations manned	3
Shelters opened	0
Fire drills	71
Station 4 closed	0
Delayed opening	0
No school	0
Emergency management activated	0
Black powder blast	23
Primer cord blast	38
Working on / system test	390



## GIS DEPARTMENT

The final pieces of the foundation and key goals were laid out this year in the Geographic Information Systems (GIS) Department. New data was generated, hardware and software implemented, staff increased, and a strategic plan formulated. The critical improvements and hard work done “behind the scenes” in 2005 will lead to exciting and visible results in the coming year.

John Mangiaratti  
*Engineering Inspector/  
GIS Technician*

The capital project to create a new set of town-wide, 40-scale base maps and color aerial photos began in April of this year. In order to optimize the town’s use of this new data, all existing data and software has been upgraded to a format that utilizes the latest technology and allows for seamless integration into a web-based GIS.

The town selected Bradstreet Consultants Inc. to create the base map that will be the background and core of all GIS information. In addition to the base map the consultant will produce a series of aerial photographs for the town using images from a flyover conducted in April, 2005.

In July an additional staff member was added to the department. The position, titled GIS Technician/Engineering Inspector, is shared between GIS and Engineering and will also serve as GIS liaison in the public works department. Special thanks to John Diniz who resigned as GIS Coordinator this year. He was instrumental in establishing GIS in Westford and helping others realize its potential value to the town.

A needs assessment and strategic plan was produced by consultant Camp, Dresser & McKee Inc. The assessment analyzed the GIS department management structure and business practices and made recommendations for moving the department forward. Recommendations included forming a GIS Policy Committee, developing an ArcIMS website, as well as ways of generating supplementary funding for the GIS program. The report was well received when presented before the Town at a Board of Selectmen’s meeting.

Major projects completed this year include:

- Bus route analysis for school busing fee assessment.
- Arc Reader mapping applications for the kiosk, Planning, Highway, Conservation and Engineering.
- Customized maps installed on tough book computers in Highway Department vehicles that include asset management information and digital video of each street.
- Parcel maps updated to be used for a new set of tax maps.
- Town zoning map updated after the Special Town Meeting in November.
- Reorganized and restructured all existing data into a uniform manner to allow for easy maintenance and updates.
- Supported the various parties involved in master planning for the East Boston Camps site.

# BOARD OF HEALTH

The Board of Health is an elected board that oversees the activities of the Westford Health Department including the Health Care Services division and the Environmental Services division. The board is responsible for developing policies and regulations and enforcing state health and sanitary codes. The Board of Health may be found online at: [www.westford-ma.gov/generalinfo/healthbd/healthbd.htm](http://www.westford-ma.gov/generalinfo/healthbd/healthbd.htm)

Zac Cataldo  
*Chair*  
Joanne Martel  
*Vice-chair*  
Todd Lobo  
Joe Guthrie  
Tom Mahanna

In 2005 the Board of Health voted to reorganize as follows:

Zac Cataldo	Chair
Joanne Martel	Vice-Chair
Todd Lobo	Secretary
Joe Guthrie	Member
Tom Mahanna	Member

## The Board of Health was supported by the following positions:

Sandy Collins	Director of Health Care Services
Darren MacCaughey	Director of Environmental Services
Laurie Lessard	Board of Health Senior Secretary
Tracy Griffin	Department Secretary
Tina Grosowsky	Substance Abuse Coordinator
Pat Newell	Public Health Nurse
Jessica Cajigas	Health Inspector
Susan Cohen/Cindy Scammon	Registered Dental Hygienists
Michael Harrington	Chief Animal Inspector
Margaret Mizzoni	Animal Inspector
Tim Whitcomb	Animal Inspector

## Permit & Services Receipts

Septic	\$ 9,850.00	Immunization	8376.00
Installers	4650.00	Lead Testing	36.00
Haulers	900.00	Dental	495.00
Soil Evaluation and Percolation tests	17,750.00	Massage	840.00
Pump and Water Systems	340.00	Camping/Hotel/Motel	550.00
Well	900.00	Pool	475.00
Stabling/ Piggery	425.00	<u>Beach</u>	<u>1,200.00</u>
Food	19,335.00		
Frozen dessert	450.00	<b>TOTALS</b>	<b>\$68,872.00</b>
Tobacco	1,550.00		
Tanning	250.00		
Cholesterol	400.00		

## Health Care Services

Our department continues to focus on emergency planning. We continue to strengthen our response plans and work with our emergency management, fire, police, town departments and others to assure community preparedness. This work is funded by a Center for Disease Control (CDC) grant, administered through the Department of Public Health (DPH). A seven-town, regional, public-health coalition meets monthly to coordinate public health resources, supplies, and personnel to prepare for a public health emergency. In addition, the information I acquire as a member of a number of statewide preparedness committees and task forces has helped us plan for encountering potential public health threats.

Sandy Collins, RN, BSN  
*Director*

We are in the final year of a \$150,000 federal Medical Reserve Corps grant, which has enabled us to recruit professional health care volunteers who will be needed during a public health emergency. Our unit, the Upper Merrimack Valley Medical Reserve Corps, has over 300 volunteers and is growing rapidly. We have pre-credentialed our members and have provided numerous trainings and volunteer opportunities within our seven-town region. A number of our members provided services following hurricane Katrina, some in the devastated area, and others at Otis in the fall. Nancy Burns, our dedicated program coordinator, continues to work diligently to recruit and help us prepare our members to respond to an emergency within our community or region. For more information about the Medical Reserve Corps and its activities, please see our web site: [www.umvmrc.org](http://www.umvmrc.org).

Thanks to the generosity of the Harpley Foundation, for the third year the Health Care Services division applied for and received a \$7,000 grant to sustain the dental program for our senior citizens. We are extremely grateful to the Harpley Foundation and the dental practices who have helped make this program a success. With this grant, we provided free dental care to 25 senior citizens who do not have dental insurance. The grant is administered by the Board of Health in cooperation with the Cameron Senior Center. This program supplements the Board of Health's school dental program, which is administered by our registered dental hygienists, Susan Cohen and Cindy Scammon. Nearly 500 children participated in the school program, a significant increase over previous years. The program provides cleaning, screening, fluoride treatments and education to grades 2, 4 and 6 and screening and education only to grades K, 1, 3 and 5.

Substance Abuse Prevention Coordinator Tina Grosowsky has been a valuable asset to the department and we appreciate her motivation in developing creative substance abuse prevention programs within the community. The Westford Board of Health was the recipient of two grants in 2005 to implement substance abuse prevention efforts in town. A grant from the Massachusetts Department of Public Health of \$34,000 was used to provide a new substance abuse prevention curriculum called Project Northland in the middle school for grades 6–8, which also provides professional development for teachers. Westford also received \$24,000 to continue the Westford/Acton/Chelmsford/Tyngsboro Tobacco Control Program.

We offered numerous community educational programs this year. Two programs, **Strengthening Families**, designed for sixth-grade students and families to help with the transition to middle school, and **SafeHomes**, an initiative that promotes a safe environment for youth, are now in their sixth year. The **GIRL Program** for middle schools girls was held in the spring. A

Westford Against Substance Abuse (WASA)/Board of Health sponsored a community forum on drug recognition was presented by Marilyn Belmonte who spoke to the Westford Public School teachers and administration. In addition, the **Celebrate With Care** campaign, held during the holidays, and the **WASA Newsletter** continued to provide community awareness and education regarding substance abuse prevention issues. In the fall, University of Massachusetts Lowell students taught a substance abuse prevention curriculum to Roudenbush Community Center's School Age After School Program in grades 3-5; in the spring, WASA and the Board of Health hosted a parenting forum entitled "Postponing First Use" for parents of fifth graders.

In June, the new **Red Flags and Resources Guide**, funded by Emerson Hospital, was distributed to all Westford Public School students grades 6-12 and to the administration and staff. It was also mailed to local medical and treatment providers. Tina continues to provide prevention resources and education as requested by individuals and groups within Westford as well as the Alcohol Diversion Program for teens in collaboration with the Middlesex Juvenile Court in Lowell.

The Health Care Services division provides a wide range of services and programs for both residents and town employees. This year, Sue Rosa resigned as our part-time public health nurse after many years of providing invaluable services to the town. Sue will be missed. We are, however, very pleased with the capabilities of her replacement, Pat Newell, who started with us in August. Pat will continue to provide preventative and direct clinical services. Among the services offered were blood pressure, cholesterol, pap, and lead screenings. By appointment, we provided home visits, immunizations, and tuberculosis testing. As always, we continued to follow-up on all reports of communicable diseases and provide inspection services and permitting for tobacco, camp, massage and tanning facilities. A complete list of services is accessible via [www.westford-ma.gov/generalinfo/healthbd/healthbd.htm](http://www.westford-ma.gov/generalinfo/healthbd/healthbd.htm). Click on the Health Care Services link.

We remain committed to providing the highest quality of health care and to meeting the daily challenge of designing and delivering comprehensive and accessible health services to our residents and employees. The Westford Board of Health and I sincerely appreciate our local health professionals, clubs and organizations. We are, as always, extremely grateful for our local volunteers who offer their time, expertise, and financial support throughout the year whenever we seek assistance. We know that we are able to accomplish so much more with your assistance. Thank you.

### Dental Program

Total # of students in program:	<b>472</b>	Total # of exams:	<b>472</b>
Total # of cleanings/screening/ fluoride treatments:	<b>134</b>	Total # of screenings:	<b>338</b>

**Total # of Referrals:** Caries: **43**      Orthodontics: **61**      Sealants: **62**

### Total by class

Kindergarten	<b>98</b>	1 <sup>st</sup> grade	<b>111</b>	2 <sup>nd</sup> grade	<b>62</b>	
3 <sup>rd</sup> grade	<b>80</b>	4 <sup>th</sup> grade	<b>52</b>	5 <sup>th</sup> grade	<b>49</b>	6 <sup>th</sup> grade <b>20</b>

**Reported Communicable Diseases**

Animal Bites	10
Salmonella	6
Strep Pneumonia	2
Giardia	2
Hepatitis B	7
Pertussis	17
Campylobacter	5
Lyme	41
Tuberculosis	2
Hepatitis C	3

**Clinics**

Flu Inoculations	2237
Pneumonia Inoculations	150
Tuberculosis testing	50
Immunizations (Td, MMR, meningitis)	160
Pap Smear Clinic	13
Hypertension Screenings	450
Home Visit	35
Lead Screening	6
Cholesterol Screening	40
Well Child Clinic	6

**Environmental Services**

Westford's Environmental Services Department continued to bustle with permitting activity in 2005, increasing overall by 4% from last year. During its routine operations, Environmental Services accepted and reviewed numerous permit applications, issued the corresponding permits, and performed in excess of 990+ site inspections to support the following:

Darren R. MacCaughey  
*Director*

<b>Item / Category</b>	<b>Applications Reviewed</b>	<b>Permits Issued/Approved</b>
<b><u>Septic System Related</u></b>		
Soil Evaluation and Percolation Testing	126	N/A
System Construction Component Replacement	143	140
Title 5 Inspections	33	33
Septic Haulers and Installers	358	N/A
Building Permit	63	63
	475	455
<b><u>Well/Water System Related</u></b>		
Wells/Water Systems	29	29
<b><u>Recreational Water Related</u></b>		
Bathing Beaches	10	10
Swimming Pools	7	6
<b><u>Camp/Camping Related</u></b>		
Day/Overnight and Recreational Camps	5	5
<b><u>Food Service Related</u></b>		
Annual Establishments	121	117
Seasonal Establishments	14	14
Temp. Establishments	37	37
Frozen Dessert	9	9
New Establishment Plan	4	3
<b><u>Other Miscellaneous</u></b>		
Beaver Related	2	2
Stabling and Piggery	21	21

In the interest of protecting local public health, safety and the environment, this year the Board adopted a new regulation to help minimize mercury-containing products in the waste generated during renovations and demolition. Specifically they were adopted to prevent mercury from



used thermostats from entering the environment. Also new this year were revisions to Westford's local Subsurface Sewage Disposal Regulations and the addition of a new Residential Kitchen food permit, whereby residents may apply to operate a home business for the sale of non-potentially hazardous foods directly to consumers (two such permits were issued this year). Environmental Services issued six fines in 2005 resulting in over \$450 to the town. The majority of fines were a result of food establishments and/or temporary food events operating without required permits.

Four new food establishments were processed through our department and opened for business in 2005: Celtic Isles, Dominos Pizza, Edible Arrangements and Starbucks Coffee. In addition, Belle's Bistro opened at the former location of the Beef n' Ale, and D'Angelo's Sandwich Shop completed a large renovation. Westford lost two existing food establishments as Colonial Oven Bakery and Wendy's closed. In an effort to assist local food establishments to come into and remain in compliance with the requirement for a certified food protection manager, the Board of Health sponsored a certification course taught by former Westford food inspector Maureen Lee. Many of Westford's clubs and organizations were able to take advantage, having a representative attend the classes and become Massachusetts certified without having to leave town.

Environmental Services also spent considerable time reviewing and providing comments to both the Planning Board and Zoning Boards of Appeals. These projects included residential subdivisions, site-plans, special permit applications, and hazardous material storage comment requests. Some of the more notable projects included submittals for Abbot Mill, Hawk Ridge, Keyes Corner and Southgate Condominiums, Tadmuck Meadows, Woodlands at Laurel Hill, and Summer Village (Wyman's Beach), just to name a few.

Continued monitoring by the Massachusetts Department of Public Health (MDPH) for the presence of West Nile Virus (WNV) revealed a total of 83 infected birds throughout the state. With help from Westford residents, 22 dead birds were reported to the State as potentially having WNV. The MDPH requested submittal of only 5 of those reported, two of which were tested and found to be positive. From MDPH 2005 data we know that WNV positive birds were found in 52 towns from 10 counties and WNV is assumed to exist in the corresponding mosquito populations. As always, residents are urged to wear protective clothing, use insect repellent and minimize outdoor exposure during the hours around dawn and dusk to reduce the risk of infection. On an encouraging note, this year there were no reported cases of WNV being found in horses, humans or collected in any mosquito pool populations in Westford.

Also as required by the MDPH, all bathing beaches must be tested for water quality on a weekly basis during the swimming season (Memorial Day through Labor Day). As a result, this year we were forced to temporarily close two beaches on Nabnasset Lake: North Beach for a day and the beach at Lakeside Meadows for two days, due to unacceptable bacteriological water quality. Beaches that have been closed by the Board of Health remained closed and posted as such until testing shows a lack of contamination present. Subsequent laboratory tests deemed the water quality within acceptable limits and both beaches reopened.

Environmental Services, along with the Director of Health Care Services, continues to coordinate with other departments, organizations and Towns to update and develop Westford's Emergency



Preparedness and Response Plan. Some emergency management aspects were tested this past December when an underground fuel oil tank leak was discovered at the Abbot School. The full extent of the spill is still unknown, clean up and testing are expected to continue well into the spring of 2006. All involved should be commended for their quick, thorough and professional response to this incident.

## **Animal Health Inspector**

Animal Health Inspectors are responsible for the issuance of quarantines, the submission of suspected rabid/diseased animals to MDPH for testing, and barn and kennel inspections. The Animal Inspectors work directly with the Director of Environmental Services and Westford Board of Health to prevent the possibilities of infectious diseases. In 2005, Animal Health Inspectors completed the following:

Michael E. Harrington  
*Chief Inspector*

- 15 barn inspections to ensure all animals were properly inoculated, given adequate housing, care, and nutrition.
- 35 quarantines were issued for animals involved in either bites on humans or animals with wounds of unknown origin, in order to prevent the spread of rabies.
- 6 animals were sent to the State Rabies lab for testing.

Due to change in State procedures, only 5 birds were submitted to the State Laboratory for West Nile Virus testing this year.

# HIGHWAY DEPARTMENT

The Highway Department from January 1, 2005 through December 31, 2005 performed the following work.

Richard J. Barrett, Jr.  
*Superintendent of Streets*

## Town Bridges

Highway crews completed the replacement of walls, installed new guard rails, a sidewalk and a deck to the historic Brookside Road bridge over Stony Brook. This project was completed in approximately six weeks using town Highway personnel and saving an estimated \$100,000 by not having to contract this project out to a contractor.

## Town Roads

Regular maintenance and repair of town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roads, repair of guard rails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all town gravel roads, installs berm and curbing, and cuts and clears trees from roadways during and after storms.

This year 7,602 tons of bituminous concrete were used for repair and maintenance of town roads.

## Roads Resurfaced

The following streets were resurfaced with bituminous concrete or treated stone and asphalt.

Oak Hill Road	Brookside Road
Moore Road	North Street
Camp Road	Cold Spring Rd – reclaimed/reshaped/paved

## Roads Chip Sealed

- Vine Brook Road
- Nonset Lane
- Nagog Lane
- Assabet Road
- Bear Hill Terrace
- Myrtle Avenue
- Laurel Avenue
- Hawthorne Avenue
- Colonial Drive
- Steven Circle
- Parker Circle
- Mark Vincent Drive
- Overlook Circle
- Rutland Circle

## Roads Crack Filled

- Cold Spring Road
- Groton Road
- Concord Road
- Carlisle Road
- Providence Road
- Cummings Road
- Acton Road
- Abbot Street
- Main Street
- Hyacinth Drive
- Crocker Drive
- Applewood Road

### Roads Micro Surfaced

Howard Road  
Chicory Road  
Honeysuckle Road  
Rosebud Lane  
Heather Drive  
Greenbrier Drive  
Magnolia Drive  
Thistle Lane  
Wintergreen Lane

### Roads Nova Chipped

Acton Road  
South Chelmsford Road

### Drainage Town Roads

Tadmuck Road  
Flushing Pond Road  
Oak Hill Road

1 Basin, 100' perforated pipe  
1 Basin, 60' solid pipe  
Replaced 40' culvert

In addition to the above drainage we replaced or installed 47 new catch basins.

### Snow and Ice Removal

In the interest of public safety and the convenience of motorists, the Highway Department cleared the snow and ice from approximately 175 miles of roadway. In this process the Town used 1,552 tons of road sand, 4,769 tons of salt and 1,600 gallons of a liquid anti-icing product.

Following are the times the Highway Department was called out to treat or plow the Town roads:

January	5	Light Snow 2"	Salt/Sand
January	6-7	Snow 6"	Salt/Sand/Plow
January	8	Snow 8"	Salt/Sand/Plow
January	12	Snow/Ice 1"	Salt/Sand
January	17	Snow 4"	Salt/Sand/Plow
January	19	Snow 4"	Salt/Sand/Plow
January	22	Snow 24"	Salt/Sand/Plow
January	26-27	Snow 6"	Salt/Sand/Plow
February	3-4	Snow 4"	Salt/Sand/Plow
February	10-11	Snow 4.5"	Salt/Sand/Plow
February	21-22	Snow 5"	Salt/Sand/Plow
February	24-25	Snow 4"	Salt/Sand/Plow
February	28	Snow 4"	Salt/Sand/Plow
March	1	Snow 4"	Salt/Sand/Plow
March	8-9	Snow 7"	Salt/Sand/Plow
March	12	Snow 13"	Salt/Sand/Plow
March	24	Snow 3"	Salt/Sand
November	23	Trace	Sand
November	24	Snow 4"	Salt/Sand/Plow

November	26	Light Snow 1"	Salt/Sand
December	4	Light Snow 1"	Salt/Sand
December	16	Light Snow/Ice 1"	Salt/Sand
December	31	Light Snow 2"	Salt/Sand

I wish to express my sincere thanks to the Board of Selectmen and Town Manager for their full cooperation and to all members of the Highway Department, who have been most cooperative.

# HIGHWAY GARAGE BUILDING COMMITTEE

This past year, the word “unprecedented” has been used by nearly every person involved in the construction of the new highway garage building. The Committee, its consultants and engineers have never experienced the degree of technical complications associated with the construction of the project. Fortunately, the Highway Department has been able to keep the current facility operating; and the delay in delivering the new facility has not created a crisis. Needless to say, the Highway Department is operating at a significant disadvantage at its current facility.

Paul Alphen  
*Chair*  
George Fletcher  
John A. Healy III  
Robert Jefferies  
Gaylord MacCartney  
James Pearson

Richard J. Barrett, Jr.  
*Highway Superintendent*

At the start of 2005, the project was approximately 62% complete. The building was sided and the roofing was nearly complete. Because the original general contractor had failed to complete the project and it took time for the bond company to replace that general contractor, the Committee is receiving liquidated damages from the bond company in the amount of \$15,500 per month. The Committee continues to incur unanticipated costs because of the additional work and time required by our clerk of the works and our architects and engineers. Fixtures and equipment (that had been ordered for the building but could not be delivered and installed as scheduled) are incurring storage charges. In some circumstances, we chose to take delivery of the products and store them in trailers on site to minimize the cost of storage or the risk of damage.

The matter of ledge removal continued to plague the Committee. The project is subject to an Enforcement Order issued by the Conservation Commission because the drainage system was not fully installed. The drainage system had not been fully installed because the site subcontractor left the premises as the result of a payment dispute with the original general contractor. The problem was further exacerbated by the order issued by the Board of Selectmen that no further blasting would be permitted on the property. Ledge removal had to be performed by more expensive mechanical means until late in the year when a minimum amount of blasting was necessary to remove ledge which otherwise could not have been removed.

Throughout the year, after the second general contractor was selected by the bond company, it was necessary to confer with Town Counsel regarding demands for direct payments received from certain subcontractors. Certain subcontractors had asserted that they had not been paid by the second general contractor and the Committee's representatives brought the matter to the attention of the second general contractor and the bond company. The Committee was compelled by law to make properly documented payments directly to some of the subcontractors. Such payments allowed the project to proceed without increasing the financial liability of the town. The Committee asked Town Counsel to stay in communication with the bond company to deal with allegations that some subcontractors were not being paid on a timely basis notwithstanding payments made by the Committee. When subcontractors alleged that they were not paid, some of them threatened to leave the job site. Things reached a critical stage in July when construction progress became unacceptably slow and requests for direct payment to subcontractors became the norm. A Committee meeting was held with the representative of the bond company and the second general contractor in an attempt to resolve the Committee's

concerns and in an attempt to get some assurances that the project would get back on schedule. However, by August, the bond company had not responded to requests for information from the Committee and the Committee voted to notify the bond company, through Town Counsel, of the Committee's intention to declare a default under the contract.

In August, the Committee was advised that Highway Operations Administrator John Dold would be leaving the employ of the Town of Westford because he had accepted a position in the Town of Boxford. John had served the Committee well as its liaison with Town Counsel, the general contractor, the bond company, and the clerk of the works. In addition to the normal duties of a Highway Operations Administrator, the complexities of the issues associated with demands for direct payment, construction delays, and potential default notices, made John's work more complicated. The Committee is appreciative of John's hard work and dedication and wishes him all the best. The Committee is pleased that the Assistant Town Engineer, Paul Starratt, will now assist the Committee in its day-to-day activities.

The project moved slowly during much of 2005 and the Committee was frustrated in its attempts to obtain a revised project schedule for completion from the second general contractor. By October, the bond company had removed the second general contractor from the job and construction activity came to a virtual halt. In October, the Committee was faced with issues pertaining to options available to the town in the event of uncured default, including concerns regarding properly securing the unfinished building, providing adequate heat for the forthcoming winter, and resolving the incomplete construction of the stormwater drainage system.

After significant consultation with Town Counsel and Counsel's follow-up with the bond company, by November the bond company informed the Committee that it had assigned a third general contractor to complete the project. The bond company and the third general contractor had to establish appropriate relationships with the various subcontractors and reschedule their work. By the end of the year, construction was reinitiated and work gradually restarted. The Committee has no firm date for completion, but anticipates an opening in the summer of 2006. All troubles are not behind the Committee, however, inasmuch as during a test of the structural steel supporting the heavy-duty overhead crane, some of the steel failed the load test. Additionally, incorrect windows had been installed that do not comply with the specifications.

At the end of 2005, the project is at least a year and a half behind schedule, but the Committee is working with its third general contractor and is dealing directly with the bond company which has taken more direct control of the construction of the project. There continues to be an outstanding Enforcement Order because the stormwater drainage system has not been completed and abutters have made it perfectly clear that they have doubts about the design of the drainage system and they will not be satisfied until it is fully constructed and operational. Fixtures and equipment purchased in anticipation of the original completion date remain in storage in various warehouses and containers. Subcontractors have come and gone throughout the duration of the project and the Highway Department continues to perform very well in its inadequate facility on Beacon Street.

The Committee has been careful to refer appropriate legal issues to Town Counsel. With the assistance of John Dold, Paul Starratt, Clerk of the Works Gordon Schaaf, and the project



engineers and architects, the Committee has diligently documented applicable defaults, dates and correspondence. Because one of the Committee's primary objectives is to protect the taxpayers of Westford, the Committee has been very careful and deliberate in its response to the various events of delay and potential default and has incurred very little change order cost.

The Committee intends to stay within budget and to deliver a quality facility to the Town during 2006.

# HISTORICAL COMMISSION

## An Expression of Gratitude

The year 2005 was a year of transition. Contributing to this sense was Ken Tebbetts' resignation from the Historical Commission in November 2005. Ken's contributions to Westford are broad reaching and will be long-lasting. His passion for historic preservation was clearly evident while he served on various policy-making boards and committees. These include the Community Preservation Committee and the Master Plan Implementation Committee as well as others, and his devotion to vitalizing the Westford Museum. His ability to engage everyone in a discussion to make each person feel that their voice mattered was a key component of his success. Ken was an active member of the Westford Historical Commission since 1996. We wish him continued success wherever his travels take him.

Roberta McGuire  
*Chair*  
Bob Shaffer  
*Vice Chair*  
Sally Benedict  
*Treasurer*  
Stacey Perron  
*Clerk*  
Jane Hinckley  
John Cuniffie  
Rita Shipley  
Phil Gilbert  
*Alt. member*

## The National Register of Historic Places

Nominations for the *Russian*, *Wright* and *Hillside* Cemeteries were submitted to the Massachusetts Historical Commission for their consideration in the spring of 2003. We are proud to inform you that all three were accepted and are now listed in the National Register of Historic Places. The Russian Cemetery was accepted on December 21, 2005. The Wright and Hillside Cemeteries were accepted on December 29, 2005. The original certificates are proudly displayed at the Cemetery Office.

The *Town Farm* building (35 Town Farm Road) has been designated as eligible to be listed on the NRHP. Our next steps include collecting estimates for submitting nomination papers and representation at State hearings related to this application. This is one of the only Poor Farms in the area and is a very important part of Westford's social history. The continued care and usage of this building is very important to us.

## The Demolition Delay Bylaw

The current bylaw dictates that structures which were built on or before the year 1921 need to be reviewed for historical significance by the Historical Commission. If it is deemed historically significant, there is a six-month delay on the demolition in order to allow for the proper documenting of the property's history, as well as to try to find a suitable alternative to its demolition. We visited the following properties:

43-45 Nabnasset Street, built in 1848, located in the Nabnasset area, near West Chelmsford town line; previously served as a Methodist Church;

35-37 Nabnasset Street, built in 1870, located in the Nabnasset area, near West Chelmsford town line;

24 Elm Road, built in 1900, in Nabnasset area;

1 Plain Road, built in 1900, near what was Fletcher's and Westford Station;

38 Lawson Road, built in 1910, on Nabnasset Lake

5 Webber Road, built in 1900, near Forge Pond area;

76 Carlisle Road, c. 1855 – garage demolition, in the Parker Village Historic District;

85 Carlisle Road, built in 1850, James Madison Parker House, in Parker Village Historic District.

The old Water Department building, located at 65 Forge Village Road, is slated for demolition. Prior to the mural's painting in 1996, the exterior walls of this building were annually gifted with graffiti. 85 Carlisle Road was slated for demolition, but alternatives are actively being sought in order to save this house which is located at the edge of the Parker Village Historic District. 527 Groton Road (built in 1920), which received a demolition permit in 2001, was demolished this year (2005) to make way for a Domino's Pizza and an Ace Hardware store. This is located near Fletcher's Granite Quarry on Groton Road (Route 40) near the Chelmsford town line. This house had a lot of character. Photos have been taken and can be viewed at the library in the Museum Cottage.

Summer Villages at Wyman's Beach – The Historical Commission has learned that the State conducted an archeological survey of this area in order to determine if there were any old artifacts on this site. There are many old cottages and a few older homes which might be of interest. Our plans will be to learn more about this project, advocate for what can be saved and document the history of what is not possible to save.

### **The Scenic Road Bylaw**

At the fall Special Town Meeting, six roads were nominated for protection under the Scenic Roads Bylaw: Gould Road, Leland Road, Stony Brook Road, Chamberlain Road, Hunt Road and Frances Hill Road. The article was not acted upon due to a lack of quorum. We wish to thank everyone who assisted us by writing letters of support and/or attending the fall Town Meeting. The Historical Commission plans to resubmit these nominations again at the Annual Town Meeting in May 2006.

### **Community Preservation Committee (CPC)**

Bob Shaffer represents the Historic Commission on this Committee, a position previously held by Ken Tebbetts. \$2750 in Historic Preservation Funds was approved by the Town to support the restoration and preservation of historic grave markers.

### **Pesticide Management Committee**

The Westford Historical Commission strongly supports the mission and goals put forth by the Pesticide Management Committee.

### **Freedom's Way**

This is a new opportunity for us to work cross functionally with other communities and with Westford's Cemeteries, Parks and Recreation departments, the Conservation Commission and the Planning departments to document and submit suggested scenic vistas, historical cemeteries, parks, land parcels and agricultural land for potentially adding to the State's inventory.

### **Museum and Cottage Maintenance**

The Commission continues to keep these buildings in as best repair as possible. We wish to offer special recognition to Brett Lyman, who remodeled the Museum Gazebo for his Eagle Scout project. We are extremely grateful for his dedication and hard work. He did a fabulous job.

The Commission secured estimates for repairing the Museum's roof and plans call for having this done by spring 2006. The Museum Cottage's heating system is in need of repairs and/or replacement. We are actively pursuing all possible options to facilitate this. We are also collecting estimates from painting contractors for repainting the Museum Cottage during FY07.

### **Membership**

With Ken Tebbetts' moving on, the Commission has had to fill some vacancies. We are very fortunate to have three new members join the Commission: Bob Shaffer, whose vast experience within town government is, and will be, incredibly helpful to us, and John Cuniffe and Rita Shipley, who are long-time Westford residents and bring their interest in archeology and Native American heritage, respectively. All three bring a fresh perspective to historic preservation in Westford. We are pleased to welcome them to our Commission. At this writing we have one alternate member vacancy.

### **Special Recognition**

We wish to acknowledge the long-term commitment of the following individuals for their years of service with the Westford Historical Commission:

Jane Hinckley, 12 years, member since 1993; Roland Pendlebury, 15 years, member from 1990 until 2005; and Sally Benedict, 20 years, member since 1985 (she was also member of the Historical District Study Committee from 1978 to 1985).

We also wish to thank Marilyn Day for her many years as Director of the Westford Museum with all that this entails, for helping to update and republish *New Old Houses of Westford*, for writing and publishing her husband's family's story, *Westford Days*, as well as helping other Westford families start to write their own stories.

### **In Summary**

The Westford Historical Commission continues to advocate for the preservation of historical assets within town. We also support and encourage the preservation of community and neighborhood character through preservation tools such as the Demolition Delay and Scenic Road Bylaws. We also strongly advocate for the capturing of our collective histories while the people and structures are still present to help contribute to the story.

## HOUSING AUTHORITY

The Westford Housing Authority (established in 1971) is the local body responsible for the expenditure of State and Federal housing grants. We currently own and manage 73 units of housing for the elderly and disabled, six units of family rental housing and eight units of housing for people with mental illness. In addition to our public housing inventory, the Authority also owns three condo units at the Brookside Mill. These homes are rented to moderate-income tenants. Our housing programs are subsidized and regulated by the Commonwealth and receive no funding through Westford's annual budget.

Carol Engel  
*Chair*  
Richard Eastman  
*Appointed by Governor*  
Muriel Drake  
Scott Hazelton  
Phyllis Koulouras

Christine Pude  
*Executive Director*

A Board of Commissioners, four of whom are elected by the town for a five-year term and one who is appointed by the Governor, set policy and conduct oversight for the Authority. The Executive Director and her staff carry out the day-to-day activities. In the May town election Scott Hazelton was elected to complete William Coakley's unfinished term that will expire in 2007. Mr. Hazelton was also appointed as the Housing Authority representative to the Community Preservation Committee. We thank Mr. Eastman for his previous service in this position.

### **Brookside Mill**

In January of 2005, three families moved into their new, two-bedroom homes at the Brookside Mill. The units are owned and managed by the Housing Authority and rented to income-qualified families for \$800 per month (utilities not included). Tenant eligibility is reviewed yearly to determine that residents continue to meet income guidelines for moderate-income families. Anyone interested in applying to be put on the waiting list for these rental units should contact the Housing Authority.

### **Tadmuck Road Housing Expansion**

2005 was spent doing the necessary pre-development studies and legal/zoning work that will allow us to proceed with the construction of 36 units of elderly housing to be funded by over \$5 Million from the federal government. This much-anticipated housing will provide supportive services to the tenants and allow them to remain independent and in their homes for a longer period of time. As rents will be based on income, the needs of low-to moderate-income seniors who are shut out of traditional assisted living arrangements due to exorbitant cost will be met. The project will be before the Planning Board in early 2006.

### **William D. Coakley Residences at Stony Brook**

In January 2005, Common Ground Development Corporation broke ground on the development of 15 units of low-, moderate- and market-rate rental housing on the Stony Brook site. Construction was completed in November of 2005 and income-eligible tenants took residence in December. Working with a local Eagle Scout candidate, we hope to dedicate the housing to our late colleague, Bill Coakley, in the spring of 2006.

As we do every year, the board and staff of the Housing Authority wish to acknowledge and thank the many individuals, and service organizations of Westford who have given so much of their time and resources during 2005 to make the lives of our residents that much more enjoyable. This year we would especially like to thank Girl Scout Troop 402 for their contributions to our buildings and tenants at 7 Church and 7 Cross Streets.



# J. V. FLETCHER LIBRARY

## Technology

Much of 2005 focused upon upgrading library technology in preparation for the Merrimack Valley Library Consortium's (MVLC's) move to a new software release in late August 2005. The need to trade up library hardware and software was underscored by a February virus that struck MVLC network member computers and limited access and clean-up for several weeks. As a result, and in collaboration with the town's Technology Department, a Finance Committee reserve request was submitted for funding to replace, upgrade, or trade up all 36 library computers in anticipation of the August software release. Systems Librarian Dina Kanabar is thanked here for her Herculean work to achieve this goal. Also under the aegis of the Technology Department, internal wiring was vetted to prepare the Library for wireless capability, centralized computer printing and more public computers. Additionally, the Library administration bid out photocopier and centralized printing services, and investigated public fax service, in preparation for these services in 2006. Late in 2005, the Fletcher Library installed Library Insight museum pass booking software so that patrons could remotely reserve museum passes from home. This software was paid for by the Friends of the J. V. Fletcher Library, Inc., who additionally funded eight new museum passes for public use for a total of twenty-one.

Ellen D. Rainville  
*Library Director*

## Programs, Collections and New Services

In direct response to the 2004 survey on family programming desires, the Youth Services Department stepped up weekly drop-in programs and expanded formal and informal drop-in programs for youngsters. As a result, attendance at juvenile programs increased over 34%, compared to pre-survey numbers. In an effort to celebrate the Town's unique cultures, the staff hosted a Divali program in the Fall, while other unique programs were aimed at "Tweens & Teens" and youngsters aged 9 and up. The Library also began offering drop-in craft programs on early release and no-school days during the regular school calendar, in addition to those programs offered during vacation weeks.

Fletcher Library continued to host the Link to Literacy program (pairing tutors and students), as well as the Library book discussion group, internet classes, parent/child internet classes, adult programs and the three summer reading programs (for juveniles, young adults and adults). In total, the library offered 278 library-based programs, or almost one for each day the library was open.

The Information Services department expanded its database offerings to 19, with subscriptions to the genealogical sources *Ancestry.com* and *Heritage Quest*. Inter-Library Loan service, which had seen a 432% increase in five years, saw improved delivery through a new regional contract. The Information department can finally offer serious students and scholars a silent space for study in the new Veronica Whitehouse Silent Study Area on the mezzanine level – funded, constructed and dedicated in memory of former Trustee Chair Veronica Whitehouse.

## **Grants, Gifts and Honors**

The Library was awarded three grants from the Northeast Massachusetts Regional Library Service (NMRLS): a Supplementary Collection Grant, a NMRLS Life-long Access Institute grant and a Roving Archivist grant. The first supplemented the audio-book collection, the second projected and examined future demographic trends for programming and collection development, and the third provided curatorial assistance in the indexing of the historical Hilda Bosworth collection. The Fletcher Library was honored that Head of Information Services Kristina Worcester was chosen for the NMRLS Leadership Institute in the summer of 2005.

Work on the historic restoration of the library's Victorian façade elements began under the grant funding from the Community Preservation Act. The stained glass transoms were removed off-site in the spring, and in late August and September work was finished on the Main Street terracotta façade and the granite stairs. Refinishing of the oak entry door surround and the interior entry doors continue into 2006.

Memorial and special gifts to the *J. V. Fletcher Library Memorial Book and Gift Account* totaled more than \$5,500 during 2005. These gifts included the generous result of Scout Pack 95's fundraising efforts (over \$1,172.99) based on water sales alone! All of these gifts become customized purchases or programs based upon the donors' wishes.

In the fall of 2005, the Library hosted a library intern from the Simmons College Graduate School of Library and Information Science to work on cataloging Westford documents for the Westford Records and Archives Committee. This was an extremely productive and cost-effective collaboration, sure to be sought again.

## **Planning**

Most of 2005 was spent on the *Visioning and Planning Process* preparatory to producing a new Five-Year Plan for submittal and certification to the state Board of Library Commissioners. Beginning in late 2004, the Board of Trustees and library professionals worked to outline and launch the planning process. After recruiting and meeting with community representatives, the Fletcher Library conducted a satisfaction survey, circulating the Library Satisfaction Questionnaire from July 14 to September 30, 2005. This push netted 267 responses with almost 20% of respondents using the J. V. Fletcher Library website. The survey was designed with assistance from Surveytools, Inc. and was electronically tabulated using the resources of the Northeast Massachusetts Regional Library System (NMRLS). The survey revealed that 82% of respondents said that the library "exceeds" their expectations. It additionally resulted in 23 pages of comments and data which will drive goals and objectives in the new five-year plan due out in 2006.

## **Facility**

While historic work progressed on the library façade, work also began on the library's tie-in to the shared municipal sewage treatment plant behind Abbot School. The majority of this work was completed in 2005, with landscaping and final work on the (non-historic) front sidewalk to finish in spring 2006.

Late in FY05, the Library submitted a Finance Committee Transfer request to replace two failed heat pumps; the Board of Library Trustees matched this expenditure by paying for a new energy management system to control the boilers, heat pumps and radiant heat systems.

The outgrown facility and its space constraints figured largely in the Library Satisfaction Questionnaire as well. Survey results indicate that the town's capacity for use exceeds the facility's capacity in almost all arenas – collections, meeting rooms, children's activity space, study and seating space, and parking. Collections strain against facility limitations, as evidenced by materials being shelved too high, too tightly, or exceeding the shelving space designated in the 1988 addition/renovation. Facility limitations also largely explain collection layout confusion and patron inability to find titles. Survey results revealed the tension between funding level and the town's high usage and expectation level. This tension will continue until commitment to a larger facility is a community priority and reality.

### **Administrative and Fiscal Updates**

The Library continues to reflect recent reductions in hours and personnel. In 2005, the Friends of the J. V. Fletcher Library continued to contribute \$28,000 towards the book budget while one half of the Library's MVLC annual membership was paid with State Aid to Public Libraries funding. Two Finance Committee transfer requests reflected the limited capital funding for municipal departments in recent years. While the planning survey expressed frustration with facility and service hours, the Library staff received rave reviews for their willingness, accessibility and professionalism. I wish to recognize here an exceptional Library staff who, in the face of shrinking resources and personnel, has continued to provide increased high-quality customer service to the Westford public.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	7,778	6,804	6,866	6,471	6,531	6,205	6,710	6,528	7,313	7,076	6,936	8,334	83,552
Children's Books	12,922	9,605	9,408	9,073	8,707	7,446	8,815	9,184	9,739	8,646	8,060	11,396	113,101
Adult Magazines	687	790	622	554	700	624	692	656	686	723	550	671	7,955
Children's Magazines	131	98	84	118	106	75	68	86	72	71	86	101	1,096
Adult CD's	1,365	1,475	1,470	1,540	1,728	1,569	1,741	1,751	1,991	1,952	1,766	1,724	20,072
Children's CD's	173	124	148	107	163	147	123	132	138	189	169	218	1,831
Adult Cassettes/LP's	676	603	655	579	601	516	584	621	653	559	525	500	7,072
Children's Cassettes/LP's	399	276	261	208	280	230	255	275	285	305	279	405	3,458
Adult Videos	2,401	2,099	1,916	1,938	1,982	2,202	2,326	2,306	2,460	2,295	2,069	2,100	26,094
Children's Videos	2,081	1,564	1,502	1,439	1,561	1,366	1,478	1,725	1,708	1,549	1,353	1,559	18,885
Adult Miscellaneous	6	10	9	13	11	7	10	6	8	10	7	14	111
Children's Miscellaneous	32	35	71	32	26	18	41	35	41	42	33	32	438
Museum Passes	95	111	64	59	65	62	44	95	88	103	78	96	960
OPAC Renewals	0	0	0	0	0	0	0	0	0	0	0	0	15,210
Foreign Language Deposit	84	80	63	76	60	75	40	49	36	33	34	42	672
Library Subtotal ----->	28,830	23,674	23,139	22,207	22,621	20,542	22,927	23,449	25,218	23,553	21,945	27,192	300,507
Bookmobile -- Adult	226	262	264	168	205	409	169	154	368	237	214	1,076	3,752
Bookmobile -- Juvenile	769	831	1,203	1,052	1,107	1,445	949	916	1,639	1,348	1,031	283	12,573
Van Subtotal----->	995	1,093	1,467	1,220	1,312	1,854	1,118	1,070	2,007	1,585	1,245	1,359	16,325
TOTAL :	29,825	24,767	24,606	23,427	23,933	22,396	24,045	24,519	27,225	25,138	23,190	28,551	316,832
Previous Year:	30,857	24,140	24,792	24,540	22,702	21,537	26,296	25,118	27,605	24,002	22,376	28,942	313,205
Percent Change:	-3.34%	2.60%	-0.75%	-4.54%	5.42%	3.99%	-8.56%	-2.38%	-1.38%	4.73%	3.64%	-1.35%	1.16%
Renewals	2,106	1,932	2,060	2,360	2,127	3,052	1,867	2,000	2,320	2,233	1,844	2,242	26,143
Network transfers IN	2,398	2,197	2,519	2,249	2,206	757	759	1,584	2,328	2,670	2,554	2,817	25,038
Network transfers OUT	1,352	1,389	1,237	1,065	1,018	2,525	3,016	583	865	1,237	1,278	1,303	16,868
Inter-Library Loans IN	35	30	38	32	29	27	31	34	41	43	41	46	427
Inter-Library Loans OUT	2	1	3	2	2	3	4	2	2	2	0	2	25
Reciprocal (NETWORK)	875	850	1,076	960	813	757	759	1,342	1,437	1,446	1,272	1,314	12,901
Reciprocal (NON-NETWORK)	2,620	2,582	2,338	2,244	2,285	2,525	3,016	3,349	3,566	3,083	2,587	3,131	33,326
Hold Requests	2,730	2,465	2,402	2,455	2,468	2,218	3,032	2,903	3,336	2,859	3,164	3,295	33,327
New Registrations	113	101	165	93	87	103	68	85	91	78	68	96	1,148
Total Reciprocal	3,495	3,432	3,414	3,204	3,098	3,282	3,775	4,691	5,003	4,529	3,859	4,445	46,227
% of Circ to Reciprocal	12.12%	14.50%	14.75%	14.43%	13.70%	15.98%	16.47%	20.01%	19.84%	19.23%	17.58%	16.35%	16.25%
Meeting Room Reservations	69	62	91	119	120	137	140	145	168	147	154	130	1,482
Days Open	21	22	25	26	23	24	24	23	27	25	25	26	291
Hours Open	187	199	215	211	198	222	192	200	236	219	219	234	2,532
Internet Users	594	647	685	694	654	635	604	622	611	594	645	629	7,614
Comp. Workshops Attended	0	0	4	8	7	8	0	4	3	5	3	4	46
Comp. Workshops Offered	0	0	1	2	2	2	2	0	1	1	1	1	12
Adult Program Attended	43	218	6	10	227	43	7	29	67	45	53	8	756
Adult Programs Offered	3	4	1	2	4	2	1	2	2	4	4	1	30
YA Program Attended	350	100	9	66	7	0	7	13	34	26	8	1,780	2,400
YA Programs Offered	5	3	1	2	1	0	1	2	2	3	1	13	34
Children's Program Attended	1,152	705	289	874	1,352	493	178	961	581	601	531	3,380	11,097
Children's Programs Offered	14	6	7	28	25	16	4	23	22	21	10	26	202
Computer Room Hours	136	132	143	158	142	139	173	161	170	186	181	169	1,890
Avg Circ Per Day	1,420	1,126	984	901	1,041	933	1,002	1,066	1,008	1,006	928	1,098	1,089



# TRUSTEES OF THE J. V. FLETCHER LIBRARY

## Annual Goals and Achievements

The Trustees of the J.V. Fletcher Library worked toward several goals during the past year and engaged in a visioning and planning process that will guide our library over the next five years. The Trustees' goal to better communicate library issues within the community and provide the information necessary to make informed decisions, began a joint venture with the Friends of the Library's Advocacy Committee. We will continue this collaboration throughout 2006 to increase the visibility of the public library in the community, keep patrons apprised of library issues and to involve more users in library endeavors. A recent community survey is currently being tabulated and indicates a significant number of local residents interested in assisting the library through voluntary effort. This collaboration will help us to continue to maintain the library as the intellectual heart of our community. We encourage and welcome all volunteers and residents who are interested in serving on our committees. This past year the generous donations of time and funds enabled the dedication of the Veronica Whitehouse Silent Study Room. Construction of the area was made possible through the efforts of Wayne D'Agostino, Richard Therrien, Dan Daddieco and our own Trustee Robert Price. Special thanks for a very special memorial to our former Trustee Chair, the late Veronica Whitehouse.

Sandy Kelly  
*Chair*  
Elizabeth Adams  
David Daniel  
Marianne Fleckner  
Robert Price  
Jack Wrobel

## Trustee Collections and Funds

The library staff continues to establish high standards for excellence in service to our patrons and the community. In order to maintain these standards for future generations the Board of Trustees began discussions about establishing an Endowment Fund. This goal is carried forward into the new year and a subcommittee has been formed to investigate protocol and options within the residential and business community. The Trustees gratefully accepted a seed donation of \$22,000 to the Library Trust Fund. This private donation is dedicated to the future establishment of the Westford Library Foundation. Additionally, the board received \$28,000 from the Friends of the Library toward meeting the 15% budget requirement for books and materials. Remaining funds came from the Book Trust Fund, gifts and an appropriation from town meeting.

The Friends of the Library continue to provide many extra benefits we might not otherwise be able to offer. Their financial support this year has added additional museum passes for public use and a new automated reservation system so that patrons may reserve passes from their homes. Monies were also provided for annual summer reading programs, popular video and rental books, equipment, computers and furnishings, adult programs and the computer room. The Board of Trustees would also like to express appreciation to long-time library supporter, former Friend and Trustee Nancy Russo who retired as Friends Board president this past year.

## In Recognition

The board recognizes the outstanding contributions of our Director, Ellen Rainville. In order to evaluate the Director's position in a more professional manner the board assessed a variety of evaluation instruments and developed a new tool more reflective of the unique skills required to

manage this town department. The Board commends Ellen on her skillful management of an aging library facility through difficult fiscal times and striving to maintain the J.V. Fletcher Library's certification with the Massachusetts Board of Library Commissioners. We are also appreciative of the loyal service and innovations of our long-term employees. We honor for five years' service: Alla Brovina, Carole Climo, Jacki Dibble, Kay Landreth, Carol McCahon, Seanna Rabbito, Holly Sheridan-Pritchard and Kristina Worcester. We honor for 15 years' service Evelyn Desharnais, Virginia Moore, and Karen Welz. Additionally, the Board thanks the 25-plus departmental volunteers and shelf readers whose volunteer time totaled 2,392 hours of volunteer service or the equivalent of 1.23 full-timers per week.

### **The Future**

As we usher out 2005 it is notable that the "new addition" to the Fletcher Library is nearing 20 years in age. The facility and its collections are in constant demand, and the wear is showing. The carpets are worn, furnishings need replacement, the stacks are tight, and certain failing heat pumps were replaced thanks to a transfer from the town's Finance Committee. The results of the Library Satisfaction Questionnaire, conducted as part of the new Long Range Planning process, make it clear that it is time to plan beyond our much-loved and overcrowded building. The Long Range Plan – to be published in 2006 – will lay out an itinerary for the future of library service in the Town. The Trustees intend that our library will continue to provide quality service and a high level of commitment to our ever-growing town of Westford.



FISCAL YEAR-END SUMMARY REPORT: J. V. FLETCHER LIBRARY TRUST FUND ACCOUNTS FY05

ACCT. NAME & NO.	EXP. CODE	NON-EXPENDABLE FUNDS	EXPENDABLE FUNDS	ANNUAL DEPOSITS	ANNUAL INTEREST	ANNUAL EXPENSES	ANNUAL FEES	BALANCE EXPENDABLE 6/30/05	TOTAL ASSETS
710-33580 Library Book Fund #674	33580	\$ 13,000.00	\$ 3,851.63	\$ -	\$ 553.35	\$ (2,072.04)	\$ (61.22)	\$ 2,271.72	\$ 15,271.72
710-33590 Library Lecture Fund #675	33590	\$ 30,000.00	\$ 1,026.04	\$ -	\$ 1,029.70	\$ (1,285.00)	\$ (113.99)	\$ 656.75	\$ 30,656.75
710-33600 Library All Purp. Fund #673* Eaton Vance (4384.20 shares)	33600	\$ 17,347.58 \$ 26,962.86	\$ 391.75	\$ 175.37	\$ 592.90	\$ (612.55)	\$ (65.65)	\$ 481.82	\$ 17,829.40
710-33610 Library Trustee Fund #672 International Paper (108 shares)*	33610	\$ 58,354.35 \$ 4,174.20	\$ 4,292.16	\$ 81.00	\$ 2,061.00	\$ (2,678.85)	\$ (228.10)	\$ 3,527.21	\$ 61,881.56
710-33620 J.V.Fletcher Lib. Trust #676 Xcel Energy (108 shares)*	33620	\$ - \$ 1,853.28	\$ 142,998.65	\$ 663.23	\$ 4,743.56	\$ (3,260.61)	\$ (525.65)	\$ 144,619.18	\$ 144,619.18
710-33630 E. D. Ranville Continuing Educ. #677	33630	\$ 17,000.00	\$ 104.14	\$ -	\$ 574.08	\$ (368.76)	\$ (63.62)	\$ 245.84	\$ 17,245.84
TRUST FUND TOTALS: (Mellon Private Wealth Management)		\$ 168,692.27	\$ 152,664.37	\$ 919.60	\$ 9,554.59	\$ (10,277.81)	\$ (1,058.23)	\$ 151,802.52	\$ 287,504.45
BENEFACTORS' FUND*:		\$ 32,990.34							\$ 33,714.67
TOTALS:		\$ 168,692.27	\$ 152,664.37	\$ 919.60	\$ 9,554.59	\$ (10,277.81)	\$ (1,058.23)	\$ 151,802.52	\$ 321,219.12
TOTAL INCOME:					\$ 10,474.19				
TOTAL EXPENSES:						\$ (11,336.04)			
7% OF EXPENDABLE:								\$ 10,626.18	

\* Held by the Board of Library Trustees.

# CENTRAL MASSACHUSETTS MOSQUITO CONTROL PROJECT

The objective of the Central Massachusetts Mosquito Control Project (CMMCP) is to attain an efficient, economic mosquito control operation which will provide the best results possible and be consistent with all ecological aspects and the best interests of the member towns.

Timothy D. Deschamps  
*Executive Director*

Our goal is to reduce mosquito exposure to the public, and the potential for disease transmission by mosquitoes by utilizing proven, sound mosquito control techniques. CMMCP believes the best way to accomplish this task is by practicing an Integrated Pest Management (IPM) approach as it relates to mosquito control in Massachusetts. IPM utilizes a variety of control techniques and evaluation procedures. Control efforts are undertaken only after surveillance data has been collected and analyzed. Training, experience and common sense dictate our response in any given situation.

It is our desire and responsibility to have the best mosquito control for the communities that we serve.

## CMMCP Research and Efficacy

In 2005 we dedicated a limited amount of resources for efficacy and research. One summer intern was hired to perform efficacy and resistance studies, one intern collected data for his senior thesis at college, and other full time employees performed limited research according to their busy schedules and on their own time. The results of this research are summarized below.

- ◆ Pesticide Resistance in Adult Mosquitoes – a Bottle Assay
- ◆ Satisfaction Survey of Service Requests in 2005
- ◆ 2005 Larval Control program – Product Efficacy Evaluation
- ◆ A Preliminary Study of Ovitraps in Central Mass.
- ◆ Tree Canopy Preference of *Culex* and *Culiseta* Mosquitoes

CMMCP is committed to be on the forefront of mosquito control and strives to offer the latest advances in our industry. Additional information on these studies is available on our website at [www.cmmcp.org/research.htm](http://www.cmmcp.org/research.htm).

The CMMCP currently provides its services to 36 cities and towns throughout Middlesex and Worcester Counties. The Project's headquarters is located at 111 Otis Street, Northboro, MA. Please call 508-393-3055 during business hours for information. Seventeen full time and four summer interns were employed at CMMCP in 2005. This the year we received a total of 7,085 requests for service from residents and officials. Of those 542 came from Westford.

## **Education**

The Mosquito Awareness Program which we offer to elementary schools and other civic organizations in our district has become very popular. Project staff meet with students, teachers or residents to discuss mosquito biology, mosquito habitat, and control procedures. Much of the presentation is directed towards what can be done to prevent mosquitoes from breeding around their homes. This program is tailored to meet the needs of the specific audience. 1,619 students and/or residents attended these programs in 2005. Educational pamphlets are available to anyone interested in learning about mosquito control and the services provided by the Project, and these items are routinely stocked in member Town/City Halls and libraries. Display boards with information on our program are rotated through area Town/City Halls throughout the year.

## **Wetland Restoration**

As part of our effort to reduce the need for pesticides we continue to place great emphasis on our wetlands restoration program. By cleaning clogged, degraded and overgrown waterways, mosquito breeding from that area can be reduced or eliminated and drainage areas are restored to historic conditions. 7,737 culverts were cleaned in an attempt to eliminate unnecessary standing water and reduce mosquito breeding (224 of those were in Westford). This work was done in conjunction with cleaning, clearing, and digging of 168,352 feet of streams, brooks and ditches (5275 in Westford). This represents almost 32 miles of waterways which were cleaned and improved by Project personnel in 2005.

## **Arbovirus Control**

As part of our West Nile Virus (WNV) prevention program, 32,444 catch basins (903 in Westford) were treated with larvicidal product to control the mosquitoes that seek out these cool dark wet areas to breed, including the *Culex* species of mosquito, a major target for West Nile Virus transmission. We identify priority areas in each town and treat the basins in these selected areas to reduce the emergence of this arbovirus. The priority areas are as follows: prior year WNV activity, senior centers and over-55 housing developments, recreation areas, schools, neighborhoods (higher density first) and industrial areas.

## **Mosquito Surveillance**

The Project's surveillance program monitors adult mosquito and larval population density and is the backbone for prescribing various control techniques. Specialized mosquito traps are deployed throughout the Project's service area to sample for adult mosquitoes that may be transmitting mosquito-borne diseases. In conjunction with the Mass. Dept. of Public Health, we sample in areas suspected of harboring WNV, EEE and other mosquito-borne viruses. 1,153 pools (collections) of mosquitoes (20 in Westford) totaling 11,928 specimens were tested for mosquito-borne viruses this year. Six pools were confirmed with WNV and two pools were confirmed with EEE (one additional EEE in an MDPH trap in Holliston). Of the six WNV pools, four were in Westboro (three *Culex* and one *Cs. melanura*), and one each in Holliston and Wilmington, both *Culex*. The two positive EEE pools were both from Westboro, in *Cs. melanura*. No WNV or EEE was reported in horses or humans in our service area in 2005. Adult mosquito surveillance began in May and concluded in mid-October. Three full-time employees

were hired for the summer to assist our staff entomologist in his duties, and one additional intern performed efficacy and resistance testing.

### **Larval Mosquito Control**

Bti (*Bacillus thuringiensis* var. *israelensis*) mosquito larvicide is a species-specific, non-reproducing bacterium used to treat areas where mosquito larvae are found. Our field crews will investigate areas we have databased and treat the area only if surveillance gathered at the time shows an imminent threat of mosquito emergence. A total of over 6,000 pounds of Bti was applied by helicopter in two towns, Chelmsford & Billerica, and 7,299 pounds were applied by hand throughout our service area (59.5 in Westford) to area wetlands to reduce the emergence of adult mosquitoes. This represents over 2,660 acres of wetland that was treated with this mosquito-specific product, significantly reducing adult mosquito populations in these areas. 917 requests for this service were received, and we have several thousand areas catalogued that are checked and treated (as needed) on a routine basis. Larval control began in March and continued throughout the month of September.

### **Adult Mosquito Control**

Our goal is to manage all mosquito problems with education, wetlands restoration or larviciding, but we recognize that there are times when adult mosquito spraying is the only viable solution. In such cases specific areas are treated with either hand-held or pickup-truck-mounted sprayers if surveillance gathered at the time exceeds a pre-determined threshold to warrant an application. This program is offered on a request-only basis, and the exclusion process under CMR 10.03 (21A) allows residents and/or town officials to exclude areas under their control from this or any part of our program. 6,168 requests for this service were responded to by CMMCP field crews for a total of 97,315 acres (6,711 in Westford) treated with a low residual product called *resmethrin*. We apply this product at the lowest label rate of .001 pounds of active ingredient per acre. 932 landing counts were performed by Project field staff as additional surveillance or prior to the application of *resmethrin* to confirm that pre-determined thresholds of mosquitoes were exceeded to warrant an application. Landing rates are suspended when WNV or EEE is identified in Mass. Adult control began in early June and ended in mid-September with the onset of low nighttime temperatures, reduced service requests and low mosquito population density.

We would like to thank you for your support during 2005 and we look forward to helping you and your community with its mosquito problems in 2006 and beyond.



## NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments is a multi-purpose planning district and public body corporate, formed under state legislation and governed by a policy board of local elected officials. Each of the nine member municipalities, Billerica, Chelmsford, Dracut, Dunstable, Lowell, Pepperell, Tewksbury, Tyngsborough, and Westford, is represented by a member of the Board of Selectmen or City Council, a member of the Planning Board and an alternate member appointed by each Board of Selectmen, or in the case of Lowell, by the City Manager.

Jim Silva  
*Selectmen Rep.*  
Dennis Galvin  
*Planning Board Rep.*  
Robert Jefferies  
*Alternate*

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 115 Thorndike Street, Lowell, and all meetings are open to the public. The Council acts seriously and deliberately to “make careful studies of the resources, problems, possibilities and needs of its district”...and to “...make recommendations for the physical, social, governmental or economic improvement of this district...”

Assessments upon the member communities are on an equal per capita basis and are used to provide the “local matching share” of various projects undertaken by the Council using State and Federal funds. These funds enable the Council to dedicate more staff time to projects than would otherwise be possible at the present level of local assessment (about 25 cents per capita). The Council’s FY 2006 budget includes \$69,227 in local assessments, which comprise approximately 13% of the Council’s total budget. Westford’s share of the local assessments is \$5126.65.

Each year the Council devotes a large share of its efforts to transportation issues, in cooperation with the Federal Highway Administration and the Massachusetts Highway Department. Over the past year, the Council has assisted Westford and MassHighway in examining traffic issues along the Route 110 corridor. The Council continues to assist the Town in tracking the progress of the Bruce Freeman Bike Path. The Council staff is in the process of completing a traffic study of the Route 40 corridor in Westford. The study is being funded through the Council’s MassHighway contract at no cost to the Town. The study assesses existing and future operating conditions along the corridor and recommends improvements where appropriate.

Over the past year, the Council continued its traffic counting program, collecting over 100 counts at various locations throughout the region. Many of those were taken in Westford. This data is incorporated into a traffic count book and map that is distributed to local officials annually. Traffic count data is also available on the Council’s web site at [www.nmcog.org](http://www.nmcog.org).

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA’s route structure and scheduling. Direct assistance with projects such as the relocation of the transit hub to Gallagher Terminal in Lowell is aimed at improving the operating and financial efficiency of the transit system. Transportation services are available to Westford

seniors through the Cameron Senior Center. Westford's Road Runner service provided transportation to 9,656 riders in FY 2005.

The Council, in cooperation with the U.S. Economic Development Administration, completed the 2004-2008 *Comprehensive Economic Development Strategy for the Greater Lowell Region*. The document provides a blueprint for addressing the economic development problems facing the region over the life of the plan. The CEDS document strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses. The Council is beginning the process of preparing the annual update to the CEDS document.

The Council, in cooperation with the U.S. Department of Homeland Security, Federal Emergency Management Agency and the Massachusetts Emergency Management Agency, prepared a regional *Pre-Disaster Mitigation Plan (PDM)*. The PDM Plan maintains the region's eligibility for certain types of federal funds that can be used for implementing mitigation measures aimed at reducing and preventing losses from natural hazards. The Council staff also prepared a local annex to the Pre-Disaster Mitigation for Westford that will be incorporated into the Town's Comprehensive Emergency Management Plan.

Respectfully submitted,

Jim Silva



## THE PARKERVILLE SCHOOLHOUSE COMMITTEE

The Parkerville Schoolhouse's focus continues to be its Living History program, a program which allows both Westford and area students to experience a typical school day of the early 1900's. This schoolhouse also serves as a meeting place for local organizations and private parties.

This year's accomplishments included additional work on the Friends' garden and porch restoration. Also, a new flag was purchased.

The school's historical collection continues to grow with photos and artifacts from the Parkerville alumni. Trevor Nelson, for his Eagle Scout rank, produced a DVD of the Parkerville Schoolhouse's history, which includes a few of the alumni. Copies have been given to the J.V. Fletcher Library and the Westford Museum.

Under the auspices of the Friends of the Parkerville Schoolhouse, Inc., a town-wide mailing was conducted in October. The Board of Directors is appreciative of the continuing financial support of the townspeople. Although the town owns and insures this building, all projects at the schoolhouse are done at no cost to the town.

In the spring, 23 local third-grade classes participated in the "Old School Days" field trip to the 1880 one-room Parkerville Schoolhouse. Several classes from Acton and one from Groton were also in attendance. Barbara Hass and June Kennedy continued to serve as schoolmarms, and look forward to the 2006 classes. An Open House for townspeople in November also served as a reunion for those students who attended Parkerville Schoolhouse before its closing in 1929.

Many meetings and parties were held during the year. Volunteers have made seasonal decorations for the windows and offered help for cleaning. Westford Academy student Eva Parish continued to offer community service to the Board of Directors.

There are tables and chairs to accommodate 50 people. The rent is reasonable. Townspeople are invited to call Heidi Hatke at 978-392-6827 to reserve the building.

The combined meetings of the Parkerville Schoolhouse Committee and Friends are normally held at the schoolhouse on the second Monday of the month at 7:00 p.m. If you would like more information about upcoming meetings, please call June Kennedy at 978-692-8924.

Roger Plaisted  
*Chair*  
Jennie Johnson  
*Vice-chair*  
Sarah Cusson  
*Recording Secretary*  
John Wilder  
*Treasurer*  
June Kennedy  
*Corresponding Secretary*  
Heidi Hatke  
Charles Cusson



*Parkerville Schoolhouse No. 5 1924 Class Photo. In memory of G. Linwood Nesmith, Selma (Williamson) Unterberg, Harold Vase, and Florence (Succo) Berkowski - 2005.*

## PARKS AND RECREATION COMMISSION

The Parks and Recreation Commission acts as the policy setting committee for the department. The Commission oversees long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The Commission is appointed by the Town Manager and has increased from five members with two alternates to seven members. The Parks, Recreation and Cemetery Department has three major functions: recreation programming, parks and grounds maintenance, and cemetery maintenance and operations. There is a separate Commission for the cemetery operation.

Wayne D'Agostino  
*Chair*  
Kacy Caviston  
Colleen Barisano  
John Johnson  
Carolyn Metcalf  
Steve Spinney  
Mary Ellen Tynan

### Recreation Programs

The department offers a variety of programs and special events throughout the year, including aerobics, basketball, pre-k activities, swim lessons, summer Kids Club, vacation programs, kayaking, volleyball, children's fitness, archery, and New York Yankees and Atlantic City trips, just to name a few. All programs are self-funded through program participation fees. Program brochures are mailed to residents three times per year, Fall (August/September), Winter (December), and Spring/Summer (April). Information is also online at [www.westfordrec.com](http://www.westfordrec.com).

### Highlights

This past year additional sessions were added to the more popular programs of tennis, pre-k soccer and tennis, summer basketball, and track & field. Tickets for Red Sox and Lowell Spinners games sold out quickly. The summer sports programs continue to draw budding athletes in basketball, field hockey, and tennis.

Flag football, in just its second year, expanded to have two age groupings: 9-11 and 12-14 year olds. The program is directed by Mike Mendes and is affiliated with the National Football League. The NFL supports community-based flag football programs by providing footballs, rules, and guidelines. Participation this year increased from 61 to 153 participants.

The After School Enrichment program – a collaborative with the Westford Public Schools called the Westford Partnership for Children (WPC) – completed its first year of operation in June. The program was held at three elementary schools (Crisafulli, Day and Robinson) with transportation provided from the other three elementary schools. There were 303 children who participated at various time throughout the school year.

The second year of the WPC After School Enrichment program began in August at all six elementary schools. Children enroll in various activities every two months. Enrollment is open and ongoing. There were 230 children enrolled through December, an increase of 77% from 2004. The after school program is self-funded through program fees.

In addition to core classes (homework, reading/writing, science, math, chess, music, French, Spanish, and sports), new classes included American Sign Language, Fit Kids on the Move, and

No Bake Cooking. Special events were offered on school half-days. On October 7 there was a trip to Salem, MA. November 17 was Multicultural Day with Faye Stanley, and December 14 was a celebration of the winter holiday season and an all-school chess tournament. The chess team members from the Day School had the most success in the individual matches accumulating the most points to win the tournament.

The department was again successful in receiving a grant from the United States Tennis Association. The \$750 grant was used to assist in hiring USTA professional instructors.

### **Parks and Grounds**

The Parks and Grounds crew maintains over 40 acres of Town properties, including recreation fields, the Town Common, Town Hall, the library, monuments and beaches. During the winter months in addition to snow and ice removal, the crew sets up and maintains an outdoor ice skating rink in the Edward's Beach parking area.

Major repair work was completed on several fields at the American Legion ballfields in Graniteville. In particular G3 underwent major repair and regrading. All infields received grade work, seeding, repairs to home plates and pitching mound areas, and recutting of base paths.

Irrigation work (piping and replacement heads) took place at the VFW field in Forge Village. The work was to address dry areas of the infield and outfield. Additional irrigation repairs occurred at American Legion, Jack Walsh, Hamilton, and Greystone fields.

The department has increased its seeding and aeration program to create a healthier turf that is more disease and pest resistant. A deep tine aerator, small spreader, and replacement hand tools were purchased to assist in the maintenance of a healthier, sustainable turf.

Funding for maintenance is partially offset by an agreement with the sports organizations, which offers team sports competition at various levels. As the principal users of fields, the sports organization have agreed to pay to help maintain the fields. Additional field space is needed to accommodate the growing sports offerings and to properly maintain safe playing fields.

### **Department Information**

A portion of the East Boston Camps property off of Nutting Road had been voted at town meeting to be under the care, custody, and control of the Parks and Recreation Commission. The area will be flagged for wetlands in order to determine the useable space. Once the area has been flagged, the Commission will make a determination on the best possible use and seek neighborhood and public input.

The Commission wishes to thank outgoing members Fred Callahan and Max Steiner for their work and tenure on this board.

## PERMANENT SCHOOL BUILDING COMMITTEE

### Stony Brook School

Work on the Punch List by the General Contract stopped part way through the year. As a result of the Contractor's inability to finish the project, the committee assumed responsibility for completion of many items utilizing funds currently withheld from the Contractor. The most critical item completed was the removal, concrete slab treatment and reinstallation of the rubber floor tiles on the ground floor. This was a safety issue that demanded immediate attention. Given the General Contractor's non-performance, the committee initiated the process of declaring the Contractor in default, with the goal of completing the project through the Performance Bond. However, the bonding company has so far refused to accept responsibility based upon alleged technicalities in the Town's process for declaring the Contractor in default. This issue remains unresolved at the end of 2005; however, the committee, in conjunction with the Board of Selectmen, is pursuing legal steps to complete the project.

The committee's goal is to complete its work prior to the Fall Town Meeting, except, perhaps, for the audit documentation.

Kenneth Morgan  
*Chairman*  
George Murray  
*Vice-chairman*  
Steven Brierley  
*Secretary/Treasurer*

Karen Cavanagh  
Thomas Ellis  
Angela Harkness  
Robert Jefferies  
Mike Mulligan  
Kirk Ware  
Diane Weir  
Victor Weisenbloom

Katherine Thompson  
*Assistant to the  
Committee*

## PERMANENT TOWN BUILDING COMMITTEE

The charter of the Permanent Town Building Committee is to review, recommend, plan and implement any construction or renovation activity to town buildings, except for those under the purview of a School Building Committee.

In July, the Committee presented a report of recommendations for immediate and long-term physical space needs for town departments. We evaluated existing and anticipated vacant town-owned building space with a view toward accommodating the immediate and long-term needs, with the most immediate need being additional space for Town Hall staff in order to alleviate overcrowding of personnel and a shortage of storage space.

The Committee is currently completing work, in conjunction with Ellen Rainville, on the historical preservation of the library façade. The work is expected to be completed in the spring of 2006.

The Committee has also completed a needs assessment for a Senior Center. We have held off on preparing an RFP in consideration of possibly enhancing the current Senior Center, rather than building a new center.

The Committee continues to endeavor to coordinate efforts between town departments in order to provide Westford with the buildings necessary to house the Town's vital community services in as efficient and cost-effective manner as possible.

Karen Cavanagh  
*Chair*

Paul Davies  
Christopher Doonan  
Scott Hazelton  
Tom Mahanna  
Lawrence Order



# PLANNING BOARD

The Planning Board was pleased to introduce two newly elected members to the Planning Board, Dennis Galvin and Allen Nudler. Also the Board welcomed two new staff personnel, Planner Ross Altobelli and Town Engineer John Livsey, who will assist the board in its reviews of projects presented before them.

At the May 7, 2005 Annual Town Meeting the Board proposed amendments to the Westford Zoning Bylaw by adding a new section pertaining to special permit performance standards for major commercial projects and major retail projects. The purpose of this bylaw was to adopt performance standards in order to control the size, scale, and impacts of major commercial projects and major retail projects. The Board also proposed additional conditions to the site plan approval criteria and new and revised definitions. All the proposed amendments were accepted at the town meeting.

Mike Green  
*Chair*  
Andrea Peraner Sweet  
*Vice-chair*  
Fred Palmer  
Dennis Galvin  
Allen Nudler  
  
Ross Altobelli  
*Planner*

## Applications

The following table is a summary of the number of applications received and their end-of-year status.

PLANNING BOARD APPLICATION SUMMARY 2005					
Type	Status				TOTALS
	Approved	Denied	Withdrawn	Pending	
SENIOR RESIDENTIAL MULTIFAMILY DEVELOPMENT	0	0	0	0	0
SITE PLAN	4	0	0	2	6
SPECIAL PERMIT (SP) COMMON DRIVEWAY	1	0	0	1	2
SP (EARTH REMOVAL)	0	0	0	0	0
SP (FLEXIBLE DEVELOPMENT)	1	0	0	1	2
SP (OPEN-SPACE RESIDENTIAL DEVELOPMENT)	1	0	0	0	1
SP (MAJOR COMMERCIAL PROJECT)	2	0	0	0	2
SP (MILL CONVERSION)	0	0	0	0	0
SP (PUBLIC SHADE TREE REMOVAL)	0	0	0	0	0
SP (SCENIC ROAD)	0	0	0	0	0
SP (WATER RESOURCE PROTECTION)	0	0	0	0	0
SP (WIRELESS COMMUNICATIONS)	4	0	0	0	4
SP (SIGNS)	1	0	0	0	1
SUBDIVISION	3	0	0	3	6
SUBDIVISION, PRELIMINARY	2	0	0	3	5
SUBDIVISION APPROVAL NOT REQUIRED	7	0	1	0	8
TOTALS	26	0	1	10	37



The Planning Board is pleased to announce that the Veterans Memorial Complex (renamed from the Stony Brook Center) as presented to the Town by the Westford Housing Authority had its ribbon cutting ceremony on November 15, 2005 commemorating the completion of the project. The project, a 15-unit affordable housing project, was approved in 2004.

The review of 725,000 square feet of office space at Westford Technology Park West that started in 2004 concluded on April 27, 2005. The Planning Board approved the project with conditions that the applicant develop a ballfield on a 3.466-acre recreational parcel for town use, reconstruct/signalize Route 110/Route 225 west, reconstruct/signalize Route 110/310 Littleton Road drive, provide design services for improvements at Route 110/Powers Road to be constructed by Mass Highway and reconstruct/signalize Route 110/Route 225 east.

Another project carried over from 2004 was the reinvestment/redevelopment of the Abbot Mill located at 7 Pleasant Street. The Board approved the project that calls for the renovation of the existing mill building and associated structures into 129 residential units and 4,000 square feet of office space.

A substantial commercial development proposal was submitted to the Town in April. The proposal consisted of three separate buildings: a 15,000-square-foot Walgreen's pharmacy retail store with drive-thru, a 7,500-square-foot retail store, and a 35,000-square-foot office building. After numerous public hearings and staff meetings with the applicant the proposal received approval in November. The applicant agreed to contribute \$12,500 to the Town of Westford for corridor traffic and pedestrian improvements on Route 110.

In light of the recently approved and proposed commercial and residential projects, the Planning Board requested and received \$46,000 to hire an outside transportation consultant to evaluate the Littleton Road (Route 110) corridor, from Boston Road to the Chelmsford town line. The goal of this study is to provide the technical basis for development of long-term roadway and intersection improvements for this segment of Littleton Road (Route 110). The completion of the corridor study is scheduled for Spring 2006.

As new projects in town become increasingly marginal in terms of location and site conditions, new and innovative ways of ensuring the Town receives the best product for each development become increasingly important. The Zoning Bylaws, with their regular updates and refinements, have equipped the Town with the necessary tools to ensure that innovation, community needs and progressive planning are maintained. One of the other tools used to ensure balance between development and communities needs is the Westford Master Plan. The Board is in the process of drafting a Request For Proposals (RFP) to be used for hiring a consultant to assist the Planning Board and the Master Plan Committee in developing a Comprehensive Plan. Since the current plan is 11 years old, the Planning Board and Master Plan Committee feel it is time to reassess where the town wants to chart its course and reprioritize if necessary.

The Board is continuing to promote the use of the alternatives to standard subdivision development via provisions in the bylaws such as the open space bylaw and the flexible development bylaw. These regulations offer the Town the opportunity to guide development to

create subdivisions with increased open space, affordable and over-55 housing and reduced impact on Town services through better site planning.

The Board would like to thank all of the review departments, commissions and boards for their valued input into projects.

## **POLICE DEPARTMENT ROSTER**

### **Chief of Police**

Robert M. Welch, Jr.

### **Deputy Chief**

Thomas M. McEnaney

### **Captain**

Edward A. Cossette

### **Lieutenants**

Edward P. Rochon, Jr. – Administrative Division  
Victor F. Neal, Jr. – Court Prosecutor/Operations Division  
Joseph J. Roy – Operations Division  
Walter R. Shea – Operations Division  
Joseph A. Shields – Special Services Division

### **Patrol Sergeants**

Hervey P. Cote  
Ronald L. Paulauskas  
Donald H. Pick

Marc T. Proia  
Stephen F. Timothy

### **Patrol Officers**

Julie A. Beaudoin  
David Bettencourt  
Michael E. Croteau  
Joseph Eracleo  
Megan E. Guthrie  
Derek P. Hartley  
John-Allen Haslam  
Scott J. Hyder  
Michael J. Jelley  
Steven E. Keins  
Amy Landry

William G. Luppold, Jr.  
Gregory D. Marchand  
Patrick J. McCarthy  
James P. McCusker  
Daniel J. O'Donnell, Jr.  
James D. Peloquin  
Christopher D. Ricard  
Joseph A. Walker  
David M. Welch

### **Special Services Detectives**

Mark P. Chambers  
David S. Connell - K9  
Kenneth C. Delaney

Christopher B. Lenney  
Michael J. Perciballi  
Dennis A. Rogers

**Telecommunicators**

William Duggan  
Byron J. Lane  
Andrew Sherman

Timothy H. Whitcomb  
Michelle Wright  
Jillian Mugia

**Office Personnel**

Jo E. Cobleigh  
Jean F. Guthrie

Linda K. Zarzatian

**Custodian**

Christopher J. Luck

## Police Call Log

Arrest	140	Drugs-Possession	37
Arrest Juvenile		Drugs-Sale	2
Protective Custody	18	Firearm Violation-Discharge	11
R.O.Violations	16	Firearm Violation-Possession	1
Accident MV-Fatal	1	Fire-Alarm	189
Accident MV-Injury	77	Fire-Building	27
Accident MV-No Injury	549	Fire-Motor Vehicle (MV)	9
Accident-Industrial	3	Fire-Other	134
Accident-Other	1	Fireworks Violation	20
ACO call out	116	Fraud	16
Alarm	961	Funeral Escort	4
Ambulance		General Offenses	3
Animal Cruelty	8	Harassment	13
Animal Stray	6	Health Hazard	9
Animal/MV Collision	46	Indecent Exposure	3
Animal-Vicious	1	Injury to Property-Private	183
Annoying Opposite Sex	1	Injury to Property-Public	15
Assault-Felony	1	Investigation	6
Assault-Simple	5	Larceny	190
Assault & Battery (A&B)	3	Larceny Attempt	2
Physical		Larceny by Check	7
A&B Weapon	1	Larceny by Credit Card	12
Assist Motorist	3	Larceny from MV	33
Bank Escort	165	Larceny MV-Auto	8
Breaking & Entering (B&E)	14	Liquor-Possession	2
Attempt		Liquor-Ill Sale	1
B&E Forced	24	Lock Out	308
B&E Unlawful Entry	5	Lost Child	1
B&E Unfounded		Message Delivery	21
Bomb Threat		Missing Person	17
Building Found Open	42	Mutual Aid	58
Bylaw Violation-Cars	42	MV Abandoned	9
Bylaw Violation-Dogs	28	MV Disabled	262
Bylaw Violation-Drinking	3	MV Violations	459
Bylaw Violation-Other	19	Officer Wanted	78
Child Abuse	3	Order Served	36
Child Neglect	5	Property Found	74
Commitments	12	Property Lost	69
Counterfeiting	4	Property Recovered	5
Disorderly Conduct	8	Property Insecure	39
Disturbances	376	Prowler	16
Disturbing the Peace	5	Rape-	2
Domestic	136	Repossession	9
Drugs-Other	12	Robbery-Unarmed	1

*Police Department*

Rubbish Disposal	18	Telephone 911 Other	21
Safety Hazard	141	Telephone Harassment	44
Search Warrant	10	Telephone Obscenity	3
Security Check	47	Threatening	6
Sex Offense-Other	13	Traffic Control	9
Shoplifting	11	Traffic Hazard	72
Sudden Death	5	Transportation	24
Suicide Attempt	6	Trespassing	36
Summons Served	117	Truancy	5
Surveillance MV	10	Vicious Animal	1
Surveillance Person	48	Vehicle ID Number (VIN) Check	12
Suspicious MV	169	<b>Total</b>	<b>6,956</b>
Suspicious Person	122		
Telephone 911 Hang Up	467		
Telephone 911 Non-emergency	281		



## RECORDS & ARCHIVES MANAGEMENT COMMITTEE

### Records Management

The Town Clerk's office continues to work in an advisory capacity with other town departments on records management issues, fielding questions and writing on behalf of other departments to the Supervisor of Public Records for permission to destroy appropriate records according to the State's records retention schedule. The Committee met to work on a grant proposal in collaboration with the Library and Historical Commission for a records preservation master plan. While the proposal was not funded, it provided critical groundwork in recognizing the preservation needs and establishing goals toward achieving a preservation master plan.

Virginia Moore  
*Chair*  
Ellen Harde  
Jane Hinckley  
Robert Oliphant  
Kaari Tari

### Preservation

In 2005, the Records & Archives Management Committee entered the cataloging phase of the collection of Town records dating from the 1780s to the 1890s, known as the Tin Box Archives, now housed at the J.V. Fletcher Library. Through the Simmons College Library Science Internship Program, Linda Connelly spent 60 hours developing a cataloguing system with critical guidance from Library Director Ellen Rainville, Archives Librarian Ginny Moore, and Marilyn Day, former Director of the Westford Museum and on the board of directors of the Historical Society.

Marilyn Day continues to catalogue the collection with assistance from Pat Louch, Historical Society member and director. It cannot be stressed enough how valuable the historical knowledge of these volunteers is to this project. We are extremely fortunate to have this expertise available to us.

Of the 48 volumes of vital records in need of being preserved, time and funds allowed Patty Dubey, Assistant Town Clerk, to focus on another 15 volumes. The old bindings have been removed and the records have been rehoused in mylar sleeves to avoid direct handling in the future.

A permanent binding machine was purchased to address future binding needs of permanent reports in-house. Once the 14 three-ring binders containing Selectmen's minutes are microfilmed with capital funds, these minutes will be permanently bound and stored in the Town Clerk's vault.

### Permanent Town Archives

The committee met with J. V. Fletcher Library Director Ellen Rainville for further discussions regarding the possible inclusion of a town archives facility at the library when the library is able to expand.

# RECYCLING COMMISSION



## New Programs for 2005

### Book Recycling

Beginning in the summer of this year, Hands Across the Water provided a container for residents to recycle old books that are not saleable at the Friends

of the J. V. Fletcher Library book sales. The container, located next

to the Water Department garage at 63 Forge Village Road, is self-serve and available 24 hours a day, seven days a week. In the six months the container has been available, Westford residents have dropped off seven tons of textbooks, full sets of encyclopedias, Readers Digest condensed books and outdated fiction which Hands Across the Water distributes to "book-starved nations," largely in Africa.

### Fluorescent Bulb Collection

Working with Richie Crocker, head of the School Department Maintenance Department, with Roudenbush, and with Town Hall, the Recycling Commission recycled 60 cartons of burned out bulbs and ballasts through a contract with Onyx Environmental. Thanks to Scanlon Associates in Andover, we were able to secure a grant to cover the \$600 expense.

### Municipal Building and School Dept. Computer Collection

Town Clerk Kaari Mai Tari coordinated the collection of outdated computers and peripherals from the Town Hall and the School Department disposed of 10 large boxes of old computer equipment, again recycled through a contract with Onyx. The cost of the project was paid by the Recycling Commission from Municipal Recycling Incentive Program grants received from the State based on the success of our curbside and other recycling initiatives.

### Leaf Composting Reduction

Thanks to Pat Savage and the crew in the Parks & Recreation Department, the Recycling Commission enabled the Town to eliminate the cost of composting town leaves at the Laughton Nursery, a savings of close to \$5000. Instead of taking the leaves from the Common and the cemeteries to Laughton's, the leaves are being mulched, left on the grass and, when necessary composted at the Pine Grove Cemetery.

### Resource Guide Created

Since the Recycling Commission has no paid staff, residents often call the Town Clerk or the Highway Department with recycling questions. To make it easy for staff in those departments to give correct answers, Gerald DiBello of the Commission created a notebook which has information and answers about all the programs which we oversee. Gerry also keeps our website current and informative.

Andy Bergamini  
Joyce Demers (ret. 11/05)  
Gerald DiBello  
Abby Foster  
Ellen Harde  
Elizabeth Sawyer  
Barbara Theriault

NESWC Contract Ends

In August, the 20-year contract with the North East Solid Waste Commission (NESWC) ended. This meant a reduction in the rate paid to Wheelabrator at the waste-to-energy incinerator in North Andover (the disposal site for the Town's solid waste), which went from \$139 to \$64 per ton. Every ton that Westford recycles diverts trash from the incinerator and saves the \$64 cost.

The year 2005 saw an increase of 600 additional tons of trash when compared to 2004.

Ongoing Curbside and Drop-off Collection Programs

In addition to the curbside collection of glass, metal, mixed paper and cardboard, the Commission oversees directly (or works with other Town departments) on programs within the Town to recycle clothing, waste motor oil, Christmas trees, hazardous waste, brush, large appliances ("white goods"), electronics, lawn clippings and leaves, batteries, thermometers, cell phones and propane tanks. Complete instructions to residents are spelled out in a Recycling Guide written by the Commission and mailed to every household in June.

Material Collected through Westford's Recycling Programs		
	2004	2005
<b>Electronics</b> Two Saturday collections conducted by Electronicycle of Gardner, MA, which recycles the material in an environmentally responsible manner	32 tons	26 tons
<b>Glass, metal &amp; plastic</b> By-weekly curbside collection	620 tons	609 tons
<b>Mixed paper &amp; cardboard</b> Bi-weekly curbside collection	1,925 tons	1,897 tons
<b>Brush</b> Four brush collections at the Day School	32 tons	27.5 tons
<b>Appliances</b> Monthly collection by Atlas Recycling	52 tons	55 tons
<b>Waste oil</b> Collected at the Westford Center fire station on Saturdays	732 gallons	280 gallons

Personnel Changes

Joyce Demers retired from the Commission in November after eight years, the last two as chair. We are very grateful for all the work she did for us and with us.

# ROUDENBUSH COMMUNITY CENTER

## Celebrating 30 Years of Education and Service

### Serving Westford since 1975

The Roudenbush Community Center is celebrating 30 years of education, service and caring as Westford’s community center.

The Roudenbush Community Center was established to enrich the lives of Westford residents including adults, children and seniors by offering programs, and services in the areas of education, entertainment, health, child care and the arts.

Gary Hutlgren  
*Chair*  
Jack Viera  
*Vice-chair*  
Christine Coughlin  
*Secretary*  
Marshall –Ben Tisdale  
Ray Wauford  
Robert Waskiewicz  
Arlene Hammel

### Community Spirit and Quality Care

Roudenbush’s childcare centers at Main Street, Frost School, Old Nab School and Abbot School provide loving care and curriculum to approximately 450 children this past year. The Roudenbush children’s programs also provide daycare for children aged 6 weeks to 5<sup>th</sup> grade.

The School Age Program continues to offer before and after school childcare at both Abbot and Millennium Schools during the school year and at 65 Main Street during the summer. The Community Education Department offers a wide variety of programs for all ages from infants to seniors.

Throughout the year, the Roudenbush sponsors “Community Care” programs. Roudenbush has assembled donated items – clothing, food, and gifts for seniors and adopted families at the holidays. Roudenbush has also been actively donating items to the Westford Food Pantry and has sent care packages to our soldiers serving abroad.

### Improving our services and efficiency

Under the direction of Katherine Pouliopoulos, Roudenbush has thrived. Major improvements to the facilities have been completed and important accomplishments have been achieved.

- Both Preschool and Childcare programs received their national accreditation through the National Association of Education for Young Children (NAEYC) - the highest quality in childcare certification.
- The Main Street location received new wood siding, trim and fresh coats of paint and stain to preserve the building, paid with a Community Preservation fund appropriation.
- New playground equipment was installed at Main Street, the Frost School & Old Nab locations with funds raised through the American Girl Fashion Show and the Auction.
- The Frost School received a new heating system and new windows along with a fresh coat of exterior paint.

- The Roudenbush Scholarship Fund assists RCC families in temporary financial need. The scholarship is funded through profits from the sale of the Roudenbush Map of Westford, Cookbook, and other fundraisers.
- A grant from Middlesex Savings Bank Foundation was used to upgrade software to help CED and childcare with their 8,000 registrations.
- The preschool has expanded its day care programs at both sites this past year.

### **We're proud of our staff**

Roudenbush is blessed with people who take pride in our services. The Roudenbush Community Center Committee would like to recognize the exhaustive efforts of our Director, administrators and staff in building a team to take the Roudenbush Community Center into the future. It would not be Roudenbush without all their heart, caring and experience. We applaud their efforts.

### **The Roudenbush Committee**

The Roudenbush Community Center is self-supporting. The RCC Committee is responsible for setting policy and is the fiscal agent of Roudenbush and its \$2.4M budget. The Committee is divided into three subcommittees: Buildings & Grounds, Personnel and Finance. The subcommittees make recommendations to the RCC Committee for review and vote. The RCCC meetings take place on the 4<sup>th</sup> Wednesday of every month and all are welcome.



# NASHOBA VALLEY TECHNICAL HIGH SCHOOL

## Description of Nashoba Valley Technical High School District

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students in grades 9 – 12. With a mission to provide the highest quality academic and technical education possible to prepare our students for their future success in a technology world, Nashoba has earned an impressive reputation for producing community leaders as well as providing community service. With an enrollment of approximately 550 students from seven communities, Nashoba Valley Technical High School offers career preparation in 20 technical programs including pre-engineering, electronics/robotics, dental assisting, cosmetology, and TV media production/theatre arts.

## School Data

*Type:* Public, regional, four-year vocational-technical high school

*Accreditation:* New England Association of Schools and Colleges.

*College Board Code Number:* 222-333

*Faculty:* 50 certified teachers

*Pupil/Teacher Ratio:* 18:1

*Three twelve-week trimesters.* Eight 45-minute periods set in a block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades nine through twelve.

## Vocational-Technical Programs

Auto Body Repair	Graphic Communications
Automotive Technology	Horticulture/Landscape Design
Banking, Marketing & Retail	Hotel/Restaurant Management
Construction/Cabinet Making	Machine Tool Technology
Cosmetology	Medical Occupations
Culinary Arts	Office Technology/Telecom.
Dental Assistant	Painting /Interior Design
Early Childhood Education	Plumbing/Heating
Electrical Technology	Pre-Engineering
Electronics/Robotics	TV Media Production/Theatre Arts

### Administration

**Dr. Judith L. Klimkiewicz**

*Superintendent*

**Mr. Victor Kiloski**

*Asst. Superintendent/Principal*

**Ms Carol Heidenrich**

*Director of Technology*

**Ms Melissa LeRay**

*Dir. Special Education/Testing*

**Ms Danya Sclar**

*Dir. of Guidance/Admissions*

**Ms Denise Page**

*Director of Curriculum/Grants*

**Mr. Richard Coyle**

*Dean of Students*

**Mr. George Kalarites**

*Facilities Manager*

**Dr. Arthur Melia**

*Business Manager*

### School Committee

**Samuel Poulten** *Secretary,*

*Chelmsford*

**Robert Joyce** - *Chelmsford*

**Ralph Hulslander** - *Chelmsford*

**Kevin McKenzie** - *Groton*

**Augustine Kish** - *Vice Chair,*

*Littleton*

**Joy Dalrymple** - *Pepperell*

**Sandra Proctor** - *Pepperell*

**Al Buckley** - *Pepperell*

**Dolores Guercio** - *Shirley*

**Barbara Sherritt** - *Townsend*

**Irene Machemer** - *Townsend*

**Hajo Koester** - *Chairman,*

*Westford*

**Joan O'Brien** - *Westford*

### Alternates

**Donald Ayer** - *Chelmsford*

**Jerrilyn Bozicas** - *Pepperell*

**William Foster** - *Littleton*

**Joshua Negrich** - *Townsend*

**Diana Moulton** - *Westford*



## **Special Academic Programs**

Honors and college preparatory courses are available in all core subjects. Foreign language is offered all four years for college-bound and other interested students.

## **Dual Enrollment**

Juniors who are eligible may elect to enter the Dual Enrollment Program and take their junior and senior year at a two- or four-year college or private institution located in Massachusetts or New Hampshire. Upon completion, they receive their high school diploma from Nashoba and one or two years of college credit. Over 20 students in recent years have graduated with an Associates degree from college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence and higher pace for those students desiring it. Over the past five years many of our students have been accepted at such distinguished universities as MIT, Ithaca, Emerson, Boston University, University of Massachusetts and others with partial or full scholarship assistance.

## **Student Activities**

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in 10 high school sports with equal opportunities for both male and female students. Other extracurricular activities include Student Council, National Honor Society, yearbook, Students Against Destructive Decisions, Skills USA, student leadership, peer mediation, and many special interest clubs. Nashoba does not charge user fees. No user fees are imposed on any sport or school-sponsored club.

## **Continuing & Community Education**

Approximately 1,500 adult students a year attend the Continuing Community Education Program in late afternoon and evenings at Nashoba.

## **Community Service Projects**

Nashoba is unique in its approach to community service and its relationship to its district communities. Students are expected to go out with their instructors to district towns to work on community service projects. Rather than building a single home for one individual per year, the students perform needed projects for the district towns. This program educates students in a real world setting, allows the towns the benefit of viewing Nashoba students at work and having a major work project completed without expending limited town resources for capital improvement.

There are a variety of opportunities offered at Nashoba Valley Technical High School for every student.

# WESTFORD PUBLIC SCHOOLS

The Westford Public School system continues to experience the rapid growth in student population that has characterized the town over the past decade. The October 1, 2005 student enrollment report totaled 5210 students with 1212 students registered at the preschool to second grade level, 1266 at the elementary 3-5 level, 1256 at the middle school 6-8 level and 1476 at the high school 9-12. Projection data shows a leveling off of student enrollment in the elementary grades with an enrollment bubble of 420 to 445 students per grade moving out of the elementary schools and into the middle and high schools.

Stephen C. Foster  
*Superintendent of Schools*

	MIL'N	NAB	ROB	MILLER	ABB	DAY	CRIS	ST. BRK	BMS	WA	TOTALS
GRADE											
Pre-Sch	87										87
PDD K-2		6									
K		99	89	111							299
PRE-1		18	17	16							51
1		137	140	139							416
2		144	125	131							400
3					120	136	146				402
4					143	127	172				442
5					147	126	140				413
6								229	190		419
7								212	207		419
8								208	194		402
9										387	387
10										346	346
11										355	355
12										308	308
TOTALS	87	404	371	397	410	389	458	649	591	1396	5152

Thanks to the leadership of the Permanent School Building Committee, teachers and students have settled into modern facilities at the Crisafulli Elementary School serving 453 students in grades 3-5, the Miller Elementary School serving 397 students in grades K-2 and the Stony Brook Middle School serving 670 students in grades 6-8. The school community is benefiting from the foresight and wisdom exhibited by community members of yesteryear. Although these modern facilities have positively impacted teaching and student learning, the town will need to closely monitor the needs of Westford Academy as the enrollment swells to the 1850 level. Fortunately current projections show this high Westford Academy enrollment to be temporary barring unforeseen growth.

High student achievement continues as a primary focus of the school district and I am pleased to cite specific evidence of continued strong performance by Westford students. The number of students participating in the SATI program increased from 85% in 2001 to 94% in 2005 while the average verbal score increased from 556 to 562 and the average mathematics score increased from 574 to 585. Strong participation and high scores were also observed on the SAT2 assessment.

The number of students enrolled in advanced placement courses as well as their performance have risen significantly over the past five years to the point where 251 AP tests were taken in a class of 296 seniors. The ratio of exams taken to high school enrollment, a common measure of school system strength, has increased significantly from 66% to 85%. The school system continues to encourage qualified students to participate in our expanding advanced placement program. The strongest AP performances were recorded in advanced placement English Literature/Comprehension, US History, Calculus AB, Computer Science, Biology and Psychology. Ninety-six percent of Westford students in the class of 2005 planned to continue their education at either a two- or four-year college. Five Westford Academy students were recognized as National Merit Semifinalists.

A review of all public school districts with respect to their average ranking on all MCAS tests taken in the spring of 2005 is another measure of our school system's strength. For each of the 10 tests, districts were ranked on the percentage of students reaching proficient or better by combining the "advanced" and "proficient" students into a single sum for each test and then calculating an average rank for all tests. The tests were reading (grade 3), English (4, 7, 10), math (4, 6, 8, 10), and science (5, 8). This past year, the Westford Public Schools ranked sixth out of approximately 373 school districts. Particularly strong performances were exhibited in tenth grade English, eighth grade Science and Technology, fourth grade Science and Technology and third grade reading.

Building upon completion of the Westford Public School curriculum, district educators are now in the process of developing and implementing a comprehensive assessment program that will be utilized to improve the delivery of instruction as well as student learning.

The system will strive to develop a comprehensive, accurate and informed FY07 budget process that effectively meets the needs of the school system and monitors implementation of the FY06 budget. Finally, the school system will assess operational efficiency and identify potential areas for improvement and savings. Through the mutual efforts of the entire school community, the district strives to uphold its values and meet our district goals.

Experienced teachers continue to participate in professional development designed to guide and support the successful implementation of new and extended programs. The school system continues to offer internal professional development opportunities to experienced teachers through the "University of Westford" program.

Sixty-five new teachers were hired for the 2005-06 school year and were supported through professional development opportunities, a two-day teacher orientation program, a teacher-mentor program, curriculum coordinator support and formal and informal school administration support and supervision.

Progress toward excellence continues to be guided by a school system mission that pledges to provide an excellent education to all students in the community by engaging students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. Furthermore, the system pledges to develop in students the skills and attitudes necessary to enable lifelong learning, to exercise sound judgment and to become responsible, contributing members of society. The Westford

Public Schools endeavor to create an environment of mutual respect, courtesy and responsible behavior.

National and state mandates, increases in student enrollment with associated increases in staff, and school system growth have placed unprecedented financial pressures on the school system and town. During these trying times, the school administration wishes to thank the joint efforts of the Westford community, the School Committee, the Board of Selectmen and the Finance Committee for their continued commitment to the children of Westford. This support is essential to enable us to effectively educate the next generation of Westford citizens. Thank you!

## SPECIAL EDUCATION

Special needs programming in Westford Public Schools continues to meet the diverse learning needs of handicapped children. We are blessed with dedicated and well-trained special needs teachers and support staff who work tirelessly to develop new and innovative methods for teaching special needs children. There have been several exciting projects funded with federal grant monies directed at improving the scope and quality of program options for handicapped children. The high school staff created a three-part school-to-work program with school-based activities, work-based activities and connecting activities. The study group explored all aspects of career awareness, including proficiency testing, lifestyle and interest inventories, and a wide range of media exposure to at least 15 career clusters. They created a list of possible contracted local partnerships, and a school to work scope and sequence at Westford Academy. The highlight of the year was a highly successful parent/student breakfast with representatives from local colleges and training programs that provide support services to disabled learners as well as information about 688 public agencies. A group of middle and high school staff met over a five-month period to develop a functional behavioral assessment protocol for the school district, followed by staff training as part of the district-wide in-service day held last March. More than 80 people attended this 90-minute presentation. The behavior intervention plan describes the specific strategies, methods, and behavioral supports to be used to help the student increase compliance with behavioral expectations and to improve educational performance. In addition, specific time lines and plans for monitoring the student's progress were outlined. The elementary staff researched the best practices in teaching children with disabilities to read. Over the course of the school year, they gathered data to evaluate current practices and determine what specific assessments and interventions to employ to achieve greater student learning. Overall, the participants found the study group to be helpful, as it provided a vehicle through which to focus on specific assessment techniques and teaching strategies that promote student progress in reading and to determine their effectiveness.

Kevin Dwyer  
*Director of Pupil Services*

The special needs department continues to develop an educationally sound and cost-efficient budget for FY'06. The two most costly line items, tuitions and transportation, indicates that Westford Public Schools spend hundreds of thousands of dollars less for these services compared to similar communities. This is due to our effectiveness at creating new and innovative in-district programs for children with complex learning and medical needs, and at maintaining a very low student-to-teacher ratio for special education services. The principals and classroom teachers should be recognized for their genuine support and commitment for keeping challenging children in their neighborhood schools. The parents of these children should be commended for giving us a chance to work with their children in an inclusive school setting. We continue to save money by managing our own special needs transportation program. The money saved by this endeavor has enabled us to provide direct instructional services to our children of the highest caliber. It is anticipated that Westford Public Schools will have financial constraints for years to come, but it is reassuring to the School Committee and citizens of the town to know that the special needs department will continue to provide quality services to handicapped children in a fiscally responsible manner without compromising the learning potential of the children.



The special needs department was awarded \$773,511 under P.L. 94-142 for the 2004-05 school year. The monies were utilized to continue funding one school psychologist, four occupational therapists, one clinical social worker, one speech/language pathologist, and one and one half special needs teachers. Monies were also used to fund home-based and behavioral training services to autistic children and their families, as well as direct services to several children with vision and hearing disabilities. These grant monies also funded seven teaching assistants and needed instructional supplies and materials. The Early Childhood Grant funded a pre-school special needs teaching assistant totaling \$18,149, as well as offering monthly pre-school screenings within the community and several workshops on early childhood development for new parents. The special needs department returned approximately \$100,000 in Medicaid reimbursement to the town this past school year. We also anticipate receiving \$246,495 in state reimbursement for FY'05 under the circuit breaker program for individual student costs above \$30,340. These monies should be utilized to offset the school budget and fund unanticipated day and/or residential placements, which can occur in any one school year. We continue to work each year to return special needs children from out-of-district placements. This year we were successful at transitioning a deaf child back from a private school by hiring a teacher of the hearing impaired.

The special needs Parent Advisory Council met monthly throughout the school year and sponsored several interesting and pertinent workshops. The SPED PAC is run by parents for parents and offers many opportunities throughout the school year to share ideas and provide educational opportunities for families. Over the past few years, the council has offered seminars on sensory integration, sibling relationships, handwriting, IEP preparation, supported employment, and parenting workshops. A team evaluation questionnaire was sent to all parents following their initial team evaluation meeting or re-evaluation meeting during the 2004-05 school year. A total of 262 surveys were sent to parents, with 115 returned. This high return rate is indicative of how involved the parents of special needs children are in the evaluation process. The results indicate that parents are extremely pleased with the special needs program and evaluation process, as evidenced by a 97% satisfaction rating. Also, school personnel and the School Committee reviewed all parent comments, both good and not so good.

The Department of Education conducted a Coordinated Program Review of the special needs department during the first week of December 2004. A team from DOE interviewed 24 staff administrators, 32 teachers and support service staff and two representatives from the special education Parent Advisory Council. They also reviewed 32 student records, and parent surveys to solicit information regarding their experiences with the district's implementation of special education programs, related services and procedural requirements. A sample of 12 instructional classrooms and other school facilities used in the delivery of programs and services were visited to determine general levels of compliance with program requirements. DOE reported that of the 250 compliance criteria reviewed, only one standard was partially implemented, and all the others were fully implemented. DOE also reported the following commendations: the district's commitment to full inclusion, the organization of special education documentation and maintenance of records, low student/teacher ratio for special education services, a positive working environment for special education services provided and strong support by special education administrators, and an active parent participation on the special education Parent



Advisory Council. Every special needs staff member and parent should be proud of these findings. Well done!

Finally, there were 142 initial team evaluations in 2004-05. Of these referrals, 58 children were found eligible for special education services, and 84 did not meet the specific criteria for being handicapped. In order to be found eligible, the evaluation team must conclude that the child has a disability, that the child is not making effective progress in school because of a disability, and that the child requires specialized instruction in order to access the curriculum and make progress in school. The special education department conducted 336 annual review meetings, 140 individual re-evaluations, and 221 team meetings, for a total of 839 documented and formalized individual meetings with parents. We are proud of the strong instructional support services available to all children in each school. Such services include differential instruction in the classroom, individualized instruction by reading and math facilitators, and informal speech/language and occupational interventions for children with developmental delays. By providing support to children in this manner, children do not need to be labeled handicapped in order to receive such assistance.

# SCHOOL HEALTH SERVICES

Because healthy children are ready to learn, school nurses uphold that education depends on health and wellness! Nurses licensed by both the Massachusetts Department of Education and the Massachusetts Board of Registration in Nursing provide school health services for the students and staff in the Westford schools.

Lee Thurston, RN, MS, NCSN  
*Nurse Leader*

Successful collaborations with all teachers, special education team chairs, guidance counselors and health educators result in decreased absences, management of students with special health concerns, completion of home assessments for meetings to develop education plans, help for students with psychosocial or at risk behavioral issues and health lessons for students. School nurses work with families to develop individual health care plans for students with life-threatening allergies and complex health problems and to create medication administration plans for students requiring medication during the school day.

Monthly Activity Reports data submitted to the Massachusetts Department of Public Health reveal that nurses conducted 15,285 illness assessments for students and 13,193 first aid student encounters during the 2004-2005 school year. In addition, June 2005 data identified a total of 1282 students with special health care needs. The following is a partial list of student physical/developmental conditions from the School Health Services June 2005 data:

• Allergies	
○ Food allergies	149
○ Bee sting allergies	48
○ Latex allergies	10
• Arthritis	2
• Asthma	529
• Cancer	3
• Cardiac conditions	36
• Diabetes	12
• Migraine headaches	41
• Cerebral Palsy	2
• Spina Bifida	2
• Seizure Disorder	18
• Speech Defects	150
• ADHD/ADD	192
• Depression	38
• Eating Disorders	3
• Other behavioral/emotional conditions	59

School nurses work closely with the Westford Board of Health to ensure that all students meet the Massachusetts Department of Public Health immunization requirements. Other collaborations with the Board of Health include infectious disease surveillance; implementation of a dental program for school-age children; planning for local emergencies and bio-terrorism; participation

in the Merrimack Valley Medical Reserve Corps; and management of the townwide Automated External Defibrillator) AED program.

By December 2004 every school building acquired an AED. Westford Academy has three defibrillators: two are in wall locations on the first and second floor and the athletic trainer carries the third to sports events. School nurses recruit staff for training in the use of AEDs and check defibrillators daily to ensure they are ready for emergency use.

In response to rising obesity rates in the United States, school nurses began compiling height and weight data to determine Body Mass Index (BMI) percentiles for Westford students. The Nurse Leader presented the following BMI data to the newly formed Superintendent's Nutrition Advisory Committee in February 2005:

**Body Mass Index (BMI\*) Assessment  
Selected Grades - Westford School District**

**\*BMI Percentiles based on age and sex, using standards established by CDC**

		Underweight ( $<5^{\text{th}}$ Percentile)		Normal ( $\geq 5^{\text{th}}, < 85^{\text{th}}$ Percentile)		At Risk for Overweight ( $\geq 85^{\text{th}}, < 95^{\text{th}}$ Percentile)		Overweight ( $\geq 95^{\text{th}}$ Percentile)	
First Grade	Male	6	(2.5%)	133	(55.9%)	59	(24.8%)	40	(16.8%)
	Female	2	(0.9%)	153	(72.5%)	38	(18%)	18	(8.5%)
Fourth Grade	Male	4	(1.8%)	134	(61.2%)	46	(21%)	35	(16%)
	Female	3	(1.4%)	160	(73.1%)	32	(14.6%)	24	(11%)
Seventh Grade	Male	4	(1.9%)	139	(67.5%)	30	(14.6%)	33	(16%)
	Female	4	(1.9%)	155	(73.5%)	38	(18%)	14	(6.6%)
Tenth Grade	Male	6	(3.2%)	112	(60.5%)	30	(16.2%)	37	(20%)
	Female	2	(1.3%)	118	(75.2%)	25	(15.9%)	12	(7.6%)

Overall Statistics (1646 Students)	31	(1.9%)	1104	(67.1%)	298	(18.1%)	213	(12.9%)
Expected Value (CDC Percentiles)		5%		80%		10%		5%

School nurses are grateful for the community support that enables them to provide quality health services for students, staff and families in Westford.

## FACILITIES AND OPERATIONS

Fiscal 2005 represented the second consecutive year in which funds were reduced for facilities maintenance and repairs. Over the last several years, our maintenance appropriation per square foot has declined from \$.95 per square foot to \$.69 per square foot. This has significantly reduced our ability to perform preventive and corrective maintenance. As a result of this funding reduction, smaller scale facilities improvement projects were conducted during June, July and August 2004. In the upcoming years most of our maintenance and facilities improvement efforts will be devoted to the Abbot, Day and Robinson Schools.

Everett V. Olsen, Jr  
*Assistant Superintendent*

At the Abbot School, new floor tiles were installed in three classrooms, replacing carpeting. It is our preference to replace aging carpeting with vinyl tile since this reduces allergens that may impact staff and students with respiratory issues. Ten new sinks, faucets and valves were installed in lavatories throughout the building. Additionally, the cafeteria ceiling tiles were painted with a fresh coat of white paint.

Approximately 15,000 square feet of roofing was replaced at the Nabnasset School. This section of roofing was approximately 12 years old and exhibiting breakdown from ultraviolet rays. This was creating frequent roof leaks in the school. The motors of eight rooftop exhaust fans were replaced to ensure proper functioning of our HVAC equipment. During the summer, a sinkhole developed in the vicinity of a catch basin. With the assistance of the Westford Highway Department, this area was excavated and repaired.

Numerous smaller repairs were also accomplished in the Robinson and Day Schools. In the kitchen of the Robinson School the original floor tiles were removed and new tiling was installed. This project was important to ensuring safe working conditions in the kitchen area. Three water bubblers were also replaced at the Robinson School. At the Day School, the underground fuel tank was cleaned and prepared for the conversion from # 4 fuel oil to #2 fuel oil. A new oil burner was installed on a boiler which was part of the original school construction. The conversion to #2 fuel oil was undertaken to reduce the maintenance issues associated with burning #4 fuel oil. New floor tiles were installed in the stairwells throughout the building. The original tiles were chipped and worn and represented a safety concern for students and staff.

Several small projects were conducted at our middle schools and high school. Once again, with the assistance of the Westford Highway Department, a catch basin at the Blanchard School was repaired. At the Stony Brook School, the football field was aerated to facilitate the development of the playing field. At Westford Academy, new light poles were installed at the football field.

I wish to thank the committees, boards and voters of the town for providing the funding for the upkeep of our school facilities. I must also thank our custodial and maintenance staff for the hard work and pride that they exhibit throughout the year.

## ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The Abbot and Nabnasset Elementary Schools continue to work together as sister schools sharing staff and resources. This partnership has strengthened communications between the schools, made transitions for students smoother, and has improved the coordination of instructional programs.

*Abbot School*  
Rose Vetere  
Principal

*Nabnasset School*  
Susan DuBois  
Principal

Joanne Stocklin  
*Assistant Principal*  
*for both schools*

### Curriculum and Instruction

This past school year at Nabnasset, teachers focused their planning and delivery of instruction around differentiation. Several staff members attended workshops and enrolled in differentiated instruction courses during the summer months and throughout the school year. As continual learners and instructional leaders in their buildings, teachers shared their knowledge of differentiated instruction with their colleagues during professional days and staff meetings. Units of study focusing on differentiated instruction were developed and implemented in the classrooms impacting learning for all students regardless of ability, learning modalities or personal interests. The Lucy Calkins writing program was implemented this year in all grade levels. Study groups continued to meet monthly to discuss the writing program and its influence upon best teaching practices. To provide continuity for second graders transitioning into the Abbot School, teachers from both Abbot and Nab met to discuss writing and reading instruction and how best to “build an instructional bridge” between the two schools. Assessment continued to inform instruction as teachers administered informal and formal reading and math assessments. Post Developmental Reading Assessment scores and the Degrees of Reading Power scores showed significant student growth. Students in all grades took the end-year benchmark assessment in mathematics.

At Abbot, the focus was on writing instruction to improve student performance in responding to literature. The year began with a review of the writing assessment procedures used by the Department of Education for the 4<sup>th</sup> grade MCAS long composition. Teachers continued their professional development in writing by attending workshops on the 6-Traits method and the John Collins writing program. Third-grade teachers developed sets of writing prompts to correspond with their genre-based reading units. The faculty dedicated their January professional development day to writing by aligning their assessments of selected students’ writing.

In science, Abbot fifth graders once again participated in the Living Lab and created Brook Books from their study of the Reed Brook. Expansion of the Living Lab program included third graders whose studies of indigenous plants integrated with art culminated in a ‘rock concert’ on the Town Common in the spring.

### School Advisory Council

The Abbot School Advisory Council school improvement goals had three themes: communication, consistency, and safety. Through the participation of Lisa Bert, Cynthia Peraner, Julie Olivier, Laurie Restuccia, Sandi Guild, Barbara Menzie, and Karen McKenna, the Council assessed the volunteer needs of the school and developed a brochure for volunteers,



corrected the traffic flow and safety problems related to parent pick-ups, and established a crisis response protocol that was tested by an unexpected Abbot School cancellation. The principal enhanced communication to parents by speaking at the beginning-of-the-year PTO Volunteer Coffee, by arranging a combined Nabnasset/Abbot/Stony Brook budget information meeting in February 2005, and by conducting two parent MCAS workshops in March. In addition, parents were kept informed of the progress of finding a replacement for the teaching position left by the untimely death of Mr. Lloyd Maranville. Changes in the accelerated math program and the criteria for selection into it kept math instruction in the forefront of curriculum assessments.

The Nabnasset School Advisory Council comprises administrators, teachers, parents, and community members. The year's teacher representatives were Val Loughman, Pat Rooney and Joann Barth. Parent and community members were Beth Cohan, Scott Harkness, Mariclare O'Neal, Sally O'Connor and Kerry Ryan. The school council met monthly and assisted the principal in the identification of the educational needs of the Nabnasset students and formulated the school improvement plan. Goals for this year included continuing our focus on differentiated instruction, adding math scores to our database, expanding literacy team agendas, increasing site-based PTO opportunities and creating a database of volunteers.

### **Parent/Community Involvement**

The Parent Teacher Organization worked diligently with their diverse fundraising activities. It is because of this hard work that they were able to sponsor the following enrichment programs for the Nabnasset student body: author Jerry Palotta, Wingmasters, the Bee Lady, the KidRhythms, Mother Goose, Helen Keller, and Scott Cannon. At Abbot, the following enrichment programs were provided for students and teachers: Leeny Del Seamonds, Concord Museum, Acton Discovery Museum, Abigail Adams, and Techsplorations. Nabnasset and Abbot would like to congratulate the Westford PTO on the huge success of their "Kick Up Your Heels" auction and dance.

In an effort to expand family opportunities, the Nabnasset School hosted its first Friendship Dance. The PTO co-chairs at both buildings organized many popular events. Conference night dinners were provided at the two parent-teacher conferences and teachers were also treated to a staff appreciation luncheon. Again, parents got together and rallied in sprucing up the outdoors in the spring with weeding, planting, and mulching. The PTO also coordinated the Star Reader Program and Math-a-thon at both schools.

In September at the Abbot School, Westford's civil servants were invited to discuss with students the valuable role their positions serve to the town of Westford and the importance of service-oriented occupations. It was an exceptional afternoon providing students the opportunity to engage in informative discussions with our guests.

The Nabnasset School, in conjunction with the Fletcher Library, held their first library card drive. Kathy Hutchins, the children's librarian at the Fletcher Library, visited the school and spoke to students about the invaluable service the town library provides and the opportunity to carry their own library card. Over 80 library cards were issued to our students, taking us closer to our goal that every Nab Star has his/her own library card.



Students at both the Nabnasset and Abbot Schools recognized and honored their bus drivers during Bus Safety Week in October. Students created posters and wrote essays emphasizing safety on the school buses. Drivers were treated to coffee and donuts and given cards and letters of thanks and appreciation from the students.

American Education Week in November brought many new community members into both schools as well as familiar faces reading to our students.

An outstanding number of students entered the Scientists' and Inventors' Fair in April. Students were selected to represent both schools at the district-wide fair held at Westford Academy in May. Parent volunteers organized Math/Science evenings. These events focused on parents and children learning mathematics and science together. Thank you to the parent volunteers who made these nights possible for all students.

Thank you to everyone who contributed to the committee's success including the Westford Elementary PTO and the town of Westford.

### **Student Leadership and Recognition**

Nabnasset field trips were selected based on particular curriculum being studied and seen as an important extension. First-grade students studied pond life at Drumlin Farm as part of their study of organisms. Second-grade students visited the Butterfly Place while studying the process of metamorphism. New to the second grade this year was a trip to Boston to see an Imax presentation called "Africa." Our pre-first class visited the See Science Center in Manchester, N.H. Students collected coats for Anton's Cleaners annual "Coats for Kids" drive and food during Hunger and Homeless Week, as well as participated in the "Pennies for Patients" penny drive. The "RISE to be a Nab Star" code of conduct continued to be reinforced this year. A record number of RISE certificates were awarded this year for respect, inclusion, safety, and encouragement and proudly displayed around the school. The Nabnasset Recycles! Program was instituted this year. Second-grade students weighed and recycled paper waste from classrooms weekly. For every 800 pounds of paper recycled the student hung a symbolic tree to represent the one "saved" through their recycling efforts. Nabnasset students recycled the equivalent of six trees.

At Abbot, student leadership programs continued. The Student Council continued to be organized into three groups: Community Service, School Spirit, and School Issues. Students met monthly with the assistant principal and coordinated a number of successful events. The Community Service Group held drives for the Lowell food pantry, Coats for Kids and Cradles to Crayons. The School Spirit Group designed, planned, announced, and coordinated spirit days. They created posters and advertisements, as well as wrote and announced daily reminders to the school. The School Issues Group wrote and produced a video extolling excellent citizenship. The video, entitled "The Wrong Way, The ABBOT Way" debuted before incoming Nabnasset second graders during Move-up Day. The Abbot School Store was redesigned this year to provide entrepreneurial enrichment for the students. Under the direction of an exceptional group of parent volunteers led by Jill Mullan, students learned all aspects of business including inventory control, pricing, advertising and selling. Fifth graders continued delivering the morning announcements, completing flag duty, and working as office helpers. Lastly, all

students were invited to participate in Wee Deliver, Safety Patrol, Chess Club and Newspaper Club.

This year the “Nabbot” pen pal program began, pairing second graders and third graders. Regular written correspondence throughout the school year culminated at the second grade Move-Up Day in June where pen pals met in person and Nabnasset second graders were welcomed at the Abbot School for an orientation day. This exciting event included a tour of the school, hearing about extra-curricula activities, meeting the third-grade teaching team, words of encouragement from the administration, and even having lunch in the Abbot cafeteria and recess on the new playground.

### **Conclusion**

We take pride in the accomplishments of our students and faculty and convey this message by the ways in which we develop our school atmospheres, maintain our school facilities, establish high expectations for student achievement, and present learning experiences.

## JOHN A. CRISAFULLI ELEMENTARY SCHOOL

The Crisafulli School opened three years ago. Operations and routines have been fully established. The Crisafulli School served 461 students in seven sections of third grade, eight sections of fourth, and seven sections of fifth. Three new fifth- and one new fourth-grade teacher joined the staff. Mrs. Gardner joined the staff as a new instructional technology specialist and Mrs. Kost joined the staff as a special needs teacher. Two very special long-time Westford teachers retired – Mrs. Menzia (grade four) and Mrs. Rice (grade five). Principal Grace Wai left the Westford Public Schools after nine years to accept a principalship in the Lowell Public Schools.

Grace Wai  
*Principal*

Cheryl Turpin  
*Assistant Principal*

In FY04, the number of teacher assistants was reduced from 3.0 to 1.5 full time equivalents (FTE). This year, the other half was reduced, leaving no general education teacher assistants for 22 classroom teachers. Crisafulli students will continue to receive one period per week of art, music, and physical education. Budget reductions from previous years leave the school staffed with minimal support, which will impact direct services to students as well as the school's responsiveness to its community.

### PTO

The K-5 Parent Teacher Organization has been town-wide for the past five years. Co-presidents Kathleen Fahey and Susan Wescott facilitated the oversight of the entire organization. At the Crisafulli, parents Julie Bishop, Katy Cloutier, and Karen Turpin coordinated site-specific projects. Mrs. Bishop, Mrs. Cloutier, and Mrs. Turpin met monthly with teachers and administrators to coordinate fundraisers and activities. They did an outstanding job organizing volunteers and acting as liaison to the larger organization. Their efforts have benefited our school greatly through all the enrichment opportunities, principal funds, classroom teacher funds, support of MCAS stress-reduction techniques, support of School Advisory Council goals, teacher appreciation, and volunteering of precious time. Students benefited from a third- (probability theme) and fourth-grade (mystery) math and science night, which support the curriculum and brought the community together. Julie Bishop and volunteers spearheaded the first PTO auction, "Kick up Your Heels," and raised over \$30,000 for the PTO.

### School Advisory Council Goals and Initiatives

A parent acted as co-chair of the council along with Principal Wai. Parents Stephanie Baird, Irum Haque, Patti Pilachowski and Aiteen Zhang and teachers Buffie Diercks, Chris Raymond and Lisa Phillips were members. We were very pleased to have Ellen Harde continue as our community member. Volunteer recorder Lori Champine helped the council focus on issues. The School Committee member liaison was Don Siriani.

The school's guiding principles were reviewed and amended. The council was actively engaged in writing a statement about its position on "inclusion." The school attempts to provide equitable learning opportunities for all students.

Fifth graders were encouraged to participate in several leadership activities this year beginning with selection and scheduling of the school's spirit days. They also participated in leading the Tsunami Relief effort in January. Students did a good deed for \$2 to raise funds for UNICEF. The students more than doubled their goal of \$500. Two parents were so impressed by the students, one donated \$200 and another \$1000.

School improvement goals focused on academic improvement and building community and traditions. Under academics, we used assessment to measure instructional success in writing and mathematics and articulated curriculum as a site, throughout the district, and to parents. We also included providing ongoing opportunities for collaboration and professional growth for teachers. Site-based staff development focused on assessment and backwards design unit planning. A committee made up of the principal and four teachers planned the professional development for the year. Teachers received up to 10 professional development points through this series of faculty meetings throughout the school year. Two teachers piloted the 6+1 Traits Writing program that will be implemented this coming fall in grades three and four.

A drama club established in 2002 grew to include writers, prop designers, and actors. Over 50 children came to school at 7:30 A.M. throughout the year to participate in the club. Mr. Raymond, Ms. Roake, Ms. Kennelly, and Mrs. Perry worked together to supervise this group. The performances focused on the school's themes of community, courage, perseverance and caring. An art club was established by Mrs. Joki. Students participated after school once per month on a variety of projects. The fifth-grade chorus, directed by Mrs. Oliver, performed beautifully at the all-town chorus, for the school's spring concert, at the Memorial Day program, and for the fifth-grade completion ceremony. The band performed at the Memorial Day program and the orchestra for the completion ceremony.

With the support of the School Advisory Council, PTO, parents, and staff, a wonderful caring school community is being fostered and developed.

### **Massachusetts Comprehensive Assessment System (MCAS)**

Students were tested in reading (and mathematics tryout) in third grade. Fourth graders participated in writing the long composition, three sessions of English language arts, and two sessions in mathematics. Science and technology (and tryouts in history social science, mathematics, and reading) testing took place in grade five. Our elementary students experienced stress, anxiety, and fear. To prepare students' minds and bodies, they received a pep talk from teachers and guidance counselor on trying one's best. We also emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students' level of proficiency. Before each testing session, students participated in a power walk followed by a low-fat, high-carbohydrate snack of plain Cheerios. Children were allowed access to water at any time to remain hydrated.

### **Standards-Based Report Card Adoption**

A standards-based report card was implemented in 2002-03. This card is now computerized at the grades 3-5 level. The report card was developed so that grading will be based on standards set by the state, reflect Westford's curriculum, give parents more information, and increase consistency across a grade and among teachers.



# NORMAN E. DAY SCHOOL

## Curriculum & Instruction

During the 2004-2005 school year the Norman E. Day School front lobby and school letterhead were graced with the slogan “Taking Pride in High Student Achievement and Excellent Attendance”. This statement summarized the focus the Day School community placed on student performance and individual student attendance.

Kevin Regan  
*Principal*

Marie McNamee  
*Assistant Principal*

The CIA (Comprehension Improves Achievement) Program was instituted by Assistant Principal Marie McNamee. This before-school activity included grade four students to enhance their reading skills.

The Title One Program supported students before and during school. During school students were supported in mathematics and reading. The FUN (Fun Understanding Numbers) Program was for students in grades three and four, WHISTLED (Writing Helps Individual Students To Learn Each Day) Program was for students in grade four and LAMP (Literacy and Math Program) for children in grade five. The Miller and Day Schools collaborated to offer Project Learn in July 2005. This initiative assisted student skill development in math and reading.

In September 2005 students in grades three through five completed the DRP (Degrees of Reading Power) test. In the spring students participated in MCAS (Massachusetts Comprehensive Assessment System) standardized testing. Specific involvement included grade three reading and math, grade four math and English/language arts (writing, language and literature) and grade five science/engineering technology, reading, math and history/social science. At Awards Day 27 grade three students were recognized and congratulated for perfect scores on their MCAS reading test.

## Parent/Teacher Organization

During the year site-based parent coordinators Jane Benedict, Susan Camargo, Kallie Micalizzi and Anita McCusker regularly met with school administrators and teacher representative Lisa Gonsalves or Amy Perkins to plan and discuss school programs and activities. Our school offers a special thank you to these four superb volunteers! Various activities that the PTO supported included the gift wrap fundraiser, Math-a-thon, STAR Reader Program, enrichment activities, Lock Monsters ice hockey game, Book Fair, Teacher Appreciation Week luncheon, dinners for staff during parent/teacher conferences, BoxTops for Education and Ice Cream Social. Thank you to the efforts of parent volunteer Marcia Stokes for coordinating an after-school Chess Club. The highlight of this club was a competition between the Day and Abbot School Chess Clubs.

## Recognition

During the year the following students were recognized for their accomplishments, achievement and contributions. At the annual Memorial Day Program the Nick Colgan Memorial Award was presented to Elise Gosselin. At the school-wide Awards Day Program two Gary Franceschi Memorial Awards were presented to Matthew Trotta and Priyanka Boddur. At the Grade Five Completion Ceremony, Principal Award recipients were Sharada Narayan and Timothy Orton;

Michael Ferretti was presented with the Jeannine Haberman Building Community Award. The school Lowell Sun Spelling Bee champion was Sharada Narayan.

### **Special Events**

Some of the many special events held at the Day School included Volunteer Appreciation Ice Cream Social, Memorial Day program, Spaghetti Supper, new student orientation, Field Day, grade five play "OZ", Awards Day, Grade Five Completion Ceremony and Reception, grade three and four Family Math and Science Nights, monthly Cobra Council meetings, Curriculum Night, Scientists and Inventor's Fayre, Sgt. Dan Clark concert, Living Lab activities, grade 3 orientation program; 5<sup>th</sup>-grade Environmental Camp, grades 3 and 4 Move-up Day, grades 2 and 4 Buddy Program, Grade 2 Move-up Day, incoming grade three parent orientation, Student Senate, Safety Patrol, and the Massachusetts Children Book Award Program.

### **Summary**

The 2004-2005 school year concludes the 13<sup>th</sup> year the Norman E. Day School has been utilized as an elementary school. New shelves were purchased and installed in the school library. Courtesy of the grade five class gift, two tetherball poles were purchased and placed in the ground. An American flag that flew over the United States Embassy in Baghdad, Iraq was donated to the Norman E. Day School by Major Themie Karavites. He is the uncle of grade five student Kristina Micalizzi. The flag and certificate of authenticity will be proudly displayed in the Day School lobby!

The last day of school on June 20, 2005 marked the last day of teaching for General Music sSpecialist Jan Nickerson. We recognize the numerous contributions Jan made to our school culture. Jan was "instrumental" in the many efforts to fundraise revenue for a new piano. The new piano has been dedicated to Miss Nickerson for her 35 years of service to the youth of Westford. The Day School won't be the same without her!

At the Grade Five Completion Ceremony on the last day of school students Kristina Camargo and Kevin Yin presented Principal Kevin Regan with the grade five class gift. The gift of money will be used to purchase an electronic message board for the school dining room.

We wish all of our departing grade five students the very best in their future endeavors!



## RITA EDWARDS MILLER ELEMENTARY SCHOOL

The Rita Edwards Miller School enjoyed its third full year of operation with approximately 398 students at grades kindergarten through second grade. The Miller School has had a busy year, continuing to find ways to support, nurture and challenge all our students. This year we welcomed four new classroom teachers, a special education teacher, an occupational therapist and many support staff. In addition, we welcomed a new Assistant Principal, Marie McNamee, and a part-time secretary both of whom we share with Day School. Our new staff members are an important part of our Miller team.

Mary Anton  
*Principal*

Marie McNamee  
*Assistant Principal*

### Parent/Community Involvement

Our families continue to provide both the impetus and the energy for much of our growth as a community center. This year, ably led by two outstanding PTO co-chairs, Ron Gagnon & Karlene Sodersjerna, Miller School has expanded the range of activities that students and their families participate in. Working as a true team, parents and administration have initiated a number of events this year, such as our Family Whale Watch trip, and have supported other ongoing programs such as our terrific enrichment programs, including as Johnny the K, the Pumpernickel Puppets, Wingmasters, Potato Hill Poetry, Mother Goose, the Bee Lady, Day in Ghana, a visit from Helen Keller, and a meteorologist.

We have expanded our offerings for students after school through the implementation of a Chess Club, in which 20 youngsters in first and second grade learned to play chess, and then had the opportunity for weekly matches with others. This special club, initiated by a parent and supported by administration, was a huge success!

In addition, this winter we started an after-school Science Club. This club, led by extended day teacher Jessica Paxton, was a BIG hit with all the participants. Students signed up for month-long theme-based units on such topics as insects, birds, sea life and winter animals for either one or two days a week for a two-hour block. The opportunity to explore a topic in depth with great hands-on experiments was welcomed by all who participated. It is estimated that over 100 children participated at some point during the winter and spring. A highlight of Science Club for the entire school was the hatching of the chicks and ducklings during the bird unit. A video clip of one of the ducklings hatching can be found on our website. Miller is committed to providing a range of extension opportunities to our students.

Our third annual multicultural/heritage event was very well attended this year. A true school-parent collaborative effort, many people worked on a range of committees to make this evening a success. It was a wonderful evening of food, exhibits from a range of countries, and entertainment.

We expanded our Miller Reads program this year to a twice-a-year program, inviting our former students back from the Day School to participate with us. Teachers generously volunteered their time to lead parent/child discussion groups on books of interest. In the fall we held a fiction book discussion evening, with approximately 40 students attending. In the spring we added a

non-fiction night, with students reading about such topics as sharks and whales, cats and dogs, baseball and soccer. We were thrilled with the strong turnout of students for this new way to get together to talk about books.

The Miller School Community Social Compassion committee was extremely active, organizing student and family support for a number of groups in need. The Miller School community participated in fundraising for Tsunami relief, collected hats and mittens for needy students in Lowell, collected winter coats and food, and participated in the Pennies for Patients campaign to support pediatric leukemia research. Understanding that students do better in classrooms with well-stocked libraries, teachers and families together organized to provide new books to classrooms and the library of a school in Lowell.

We ended our school year with two annual events, the Miller School picnic, and the second-grade transition event. The picnic was a relaxed time to socialize and say farewell to the school year. Our second grade leave-taking ceremony included our students singing a couple of songs and receiving their final “Fuzzy Pal” awards before moving on to the Day School.

## **Curriculum and Instruction**

Miller School teachers and staff completed their second year of implementation of our Literacy Block model. Dedicated to providing differentiated instruction that meets the needs of each learner, teachers assistants, SPED staff and reading support personnel helped to provide direct instruction to small groups of students during literacy time to insure that each child received targeted small-group reading instruction daily. Implemented fully at the kindergarten, first- and second-grade level, teachers and support staff saw strong progress in each of our representative groups. Advanced students were able to be stretched and challenged. English language learners benefited from extra support designed to teach strategies for vocabulary acquisition. Special Education students benefited by learning to transfer knowledge from one setting to another. Students struggling to learn to read benefited by increased attention and focused support from both classroom teachers and support personnel, and students who were doing well we supported with direct instruction to accelerate their growth. Our preliminary results from the first two years of our literacy model strongly demonstrate students increased reading achievement at all levels! We were fortunate to have a group of four educators from Miller School, Mary Antón, Carin Feldman, Kathryn Garcia and Kate Jones, represent our faculty in an invited hour-and-a-half presentation at the National Association of Elementary School Principals Association annual meeting in Baltimore, MD on April 19, 2005. Giving a presentation, “Leading for Change: A Schoolwide Strategic Planning Initiative,” the group presented the development of the Miller School Literacy Model and discussed ways in which school leaders could adapt this process for school reform in their own buildings.

Classroom teachers, teachers assistants, reading specialists and special educators focused on investigating better ways to teach about non-fiction and informational texts during the 2004-2005 school year as a part of our collaborative literacy planning time. Through study groups, faculty presentations, attendance at professional conferences and pilot studies, teachers investigated ways to make the teaching of non-fiction text structures and comprehension a priority. In second grade, teachers investigated a technique often used with older students, reciprocal teaching, and adapted this additional tool to support the development of student skills. Miller School students

have been supported in their studies by the purchase of over \$10,000 in new non-fiction guided reading books funded through PTO excess funds, fundraising efforts through t-shirts, class pictures and Tupperware, and through school-based accounts. These new books have allowed students at every level to have access to large quantities of high quality non-fiction.

As a faculty, Miller School began to investigate ways in which we can better meet the needs of students who are English Language Learners. Through faculty meeting time, teachers investigated the use of Sheltered English Immersion structures. These explicit ways to set up a classroom structure and implement lessons take what we know about best instructional practices and help teachers understand the places in which an English Language Learner might benefit from a multi-modal presentation. In addition, some classroom teachers were able to attend workshops and receive additional training in practices related to English Language Learners.

We were fortunate this year to start work with Dr. Jayanthi Mistry from Tufts University on a two-year project looking at the ways in which culture and learning interact. Starting with a half-day professional development day, teachers and assistants explored the ways in which our expectations of our learning environment are culturally constructed, and ways in which our different expectations may lead to comfort or conflict. A group of Miller School staff members continued the discussion with Dr. Mistry through a study group format, framing questions to investigate, and developing a preliminary plan for studying key questions we have over the next school year. Our goals include further investigation of ways to support English Language Learners, as well as ways to support our development of a truly inclusive Miller School culture.

The first- grade team worked with Massachusetts Audubon Society instructors in the spring to go on a guided tour of our own local pond environment. By increasing our specific knowledge about the pond that we use locally for our first grade organisms curriculum, teachers are better able to support in-depth curriculum exploration. We were thrilled to find that there appears to be undocumented vernal pools either right on or just over the line of the Miller School property. Teachers are eager to discover if there are ways that we as a community can help to preserve these wonderful ecological niches.

## **Conclusion**

It has been an exciting and active third year for the Miller School. We are fortunate to have the energy, expertise and commitment of a range of talented teachers and staff members committed to providing children with the experiences they need to thrive and grow. We look forward to a new year that will be both challenging and sustaining for us all.

## COLONEL JOHN ROBINSON ELEMENTARY SCHOOL

The Robinson School welcomed several new staff members during the 2004-2005 school year. Kelly Sullivan joined the faculty as a first grade teacher and Monica Trust assumed the position of interim second grade teacher. Cathy Lanno, who was based at the Blanchard School, taught three of the Robinson music classes each week. Enrollment at the end of the year was 372 students. The Robinson School educated a total of 21 kindergarten, first, second and looping classes.

Denise Arvidson  
*Principal*

Cheryl Turpin  
*Assistant Principal*

Strengthening and enhancing early literacy skills was a curriculum and instruction goal for the 2004-2005 School Improvement Plan. In support of that goal, a protected literacy block was designed and implemented. The protected literacy block guaranteed teachers four days per week of uninterrupted time for reading instruction. Specialist classes and enrichment programs could not be scheduled during that time. To that end, special-area teacher assignments were reorganized district-wide and PTO enrichment coordinators worked closely with the assistant principal to respect the literacy block. Teachers reported this to be significantly supportive and effective in the delivery of focused reading instruction. During 2003-2004, the Lucy Calkins Writing Program was piloted and analyzed in a study group forum. As a result of the work done in FY04, the program was adopted and implemented in grades K-2. Another writing support was put in place for grade 2 with the assimilation of the Six-Traits Writing Program into the Calkins program. Additionally, student writing was encouraged and acknowledged at school-wide assemblies with our Writing Stars recognition program. Further, the donation of book display shelving allowed for a much-needed reorganization of the school's collection of leveled books. The new shelving is in the library, thus making the books more accessible to teachers.

### Parent/Community Involvement

The Robinson School Advisory Council was co-chaired by principal Denise Arvidson and parents Donna Gould and Kelly Tierney. Other parent members included Lauren Coffey and Lisa Seay. Staff members on the committee included Sheila Grimm, Jill Bisognano and Nicole Burroughs. Judith Culver served as community member and Don Siriani was the School Committee representative. The FY05 School Improvement Plan was developed by the council.

The PTO supported activities during American Education Week and Teacher Appreciation Week. Classroom teachers received funds for supplementary classroom materials courtesy of the PTO. Parents were given opportunities to participate in training sessions and workshops. A series of workshops were offered to parents on the topics of fine motor development, homework and social competencies skill development. As always, countless parent volunteers served in a variety of capacities as classroom helpers, library and tech lab volunteers, party coordinators and field trip chaperones.

### Student Activities

The Robinson School students benefited from many enrichment programs provided by the PTO. First-grade students had author Michael Glaser and illustrator Ralph Masiello. Local resident and



meteorologist Gary Gustafson also visited first grade. Second grade students enjoyed the program, *A Day in Ghana*, and a performer from *Young Audiences* who portrayed Helen Keller. Kindergarten students enjoyed classroom presentations from Audubon Ark and Mother Goose. The Pumpnickel Puppet Theater also performed for the kindergarten classes in a general assembly. Author Jerry Pallotta presented to a general assembly for both first- and second-grade students. Once again, Crisafulli strings students, led by strings instructor Ken Culver, traveled to Robinson to perform for second-grade students.

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the “I Care Rules” and common language of the program. All were taught strategies for dealing with conflict through the use of the “Solution Wheel.” An integral part of the Peace-It-Together program involved student participation in compassion projects such as a food drive for local food pantries, coins collected for the Tsunami Relief Fund and donations of pet food and supplies to the MSPCA Animal Shelter. Once again, hats and mittens numbering in the hundreds were collected, as part of the “Warm Hands, Warm Hearts” program and donated to shelters. Students also participated in a “Senior Smiles” program by making gift bags, which were donated to the Cameron Senior Center.

The Robinson School Publishing Center, staffed by parent volunteers, continued to print and bind beautiful cloth-covered books of students’ original work. The keepsake books were shared with families during “Authors’ Tea” sessions at school.

All students K-2 participated in the STAR reader program which encouraged student involvement in reading at home. Student incentives, in the form of paperback books, were awarded monthly during the program.

Once again, our students participated in a series of theme days including Game Day, Planting Day, Red, White and Blue Day, and Sports Team Day. These special days are memory makers that support the school as a community and the curriculum.

Musical performances with curriculum-related themes were presented for parents at each grade level this year. Robinson celebrated Dr. Seuss’ birthday on March 4<sup>th</sup> with a trivia contest for which Seuss books were given as prizes.

## **Curriculum and Instruction**

This year’s professional development included MCAS analysis, electronic report card training, discussion groups to review and discuss current literature and district grade-level curriculum work. In March, the staff participated in a wide variety of professional development opportunities planned by a district committee.

This was the seventh year of the Reading Recovery program at the Robinson. Two Reading Recovery Specialists provided intensive reading instruction to 24 first graders in a one-to-one setting. Via the new literacy model, these specialists also provided classroom support working with students in a small group setting. This was the Reading Services Committee’s fifth year. The committee was formed to give input into the student selection and service delivery process.

The pre-first program completed a fourth year at the Robinson School. The program is designed to be a gift of time for children not developmentally ready for the rigors of grade one. Seventeen children participated in the program and are now prepared to meet with success in grade one. The pre-first committee comprised of kindergarten, reading and grade 1 teachers continued to oversee the program and make recommendations.

The M&M Club, comprised of mentors and mentees, continued for a fourth year at the Robinson. New teachers and their mentors met monthly to discuss important issues and provide each other with support. Discussion topics were in alignment with the district goals as well as individual needs.

## **CONCLUSION**

In conclusion, the Robinson School community looks forward to the goals and challenges of the new school year as we continue to strengthen our partnership with our 3-5 sister school, the Crisafulli. The schools share an assistant principal who assists in bridging the two school communities.



## BLANCHARD MIDDLE SCHOOL

At the close of the 2004-2005 school year 194 eighth graders completed their middle-level education at Blanchard. These students will be reunited with their grade eight counterparts from the Stony Brook School as Westford Academy's Class of 2009.

John D. Doucette  
*Principal*

Suzanne McGrail  
*Assistant Principal*

On June 16, 2005, during the Eighth Grade Final Assembly, 58 students were presented awards for Outstanding Achievement/Effort in a subject area. In addition, seven students were recognized for Overall Outstanding Achievement in all academic areas. Also, presented were the Andrea Norton Citizenship Award to Brian McManimon, the Bob Battersby WestNet Partnership Award to Mallory Goodrich, and the Gary A. Franceschi Memorial Award to Kevin O'Neil and Sonya Hovsepian.

Our middle school students demonstrated their abilities in the National Latin Exam placing winners at the Summa Cum Laude (2), Maxima Cum Laude (4), Magna Cum Laude (3) and the Cum Laude (4) levels. Also, their talents showed in the Geography Bee, Spelling Bee, and the Inventors' Fayre. Our Math Team had another successful year. Many of our musicians and choral members participated in the Northeast Junior District Music competition. The Middle School Chorus and West Street Serenaders participated in the Toronto Heritage Festival securing a gold medal under the very able direction of Mr. David Lussier. This year's play (December 2004) production of "Seussical the Musical" played to full houses, delighting audiences of all ages. More than 80 students took part in the production. The Blanchard Middle School Student Council organized school dances as well as clothing drives, nursing home visits, cooking for a homeless shelter, and collecting Toys for Tots. Our student council has been recognized nationally for fostering leadership through a variety of opportunities.

Our thanks to the Westford Middle School PTO for their continued support and for the informative enrichment programs they provided. In 2004-2005 the PTO Enrichment Committee brought many meaningful extensions to our curriculum, including the authors Jack Gantos and Yoko Watkins, cyclist Chris Poulos, Ellen Craft, and Myth Masters. Their fund-raising money enabled the "extras" to happen. Our school store is a favorite among our student population. The store is both supplied and "manned" by the PTO. Also, thanks to the Teacher & Staff Appreciation Committee for the support shown by providing wonderful luncheons under the direction of Judy Chandler. The efforts and energy of these individuals enhance Blanchard Middle School as a caring community.

Our course of academic study continues to follow the Massachusetts Curriculum Frameworks. Under the leadership of Westford's Curriculum Director Lorraine Tacconi-Moore, we developed and implemented common assessments in language arts and math. The development of common assessments (which reflect the previously identified curriculum benchmarks) will continue in all academic disciplines.

The middle schools have a 25-minute weekly period in which the whole school breaks into small groups to dialogue and reflect on the school community. The objective is to emphasize and

retain a positive climate, which enables academics to flourish. This spring in our B.E.S.T. groups (Becoming Effective Students and Teachers) Blanchard Middle School experienced a "Community Read." Mrs. McGrail and Mrs. Weaver were awarded a grant from the Westford Education Foundation allowing our school to purchase a paperback book, *The Revealers* by Douglas Wilhelm, for each adult and student. Our objective for the reading was twofold – bring our community together and provide an opportunity for all students and adults to read and discuss school climate. Weekly in B.E.S.T. sessions, we read the novel, discussed the characters' choices, and scrutinized the similarities and differences between the fictional school and our middle school. This experience provided a wonderful alternative venue to educate our children about the importance of a safe and respectful community.

With the retirement of many veteran staff, Blanchard continually experiences many changes. However, we would like to recognize six faculty members who retired after many years as middle school educators. We thank Margaret Mullen, science; Diane Walters, science; Gerrie Beck, language arts; Lucille Dadmun, math; Sandy Rasmussen, German and Spanish; and Richard Hanson, music, for their energy, experience and wisdom. They will be missed.

As I reflect on the last 32 years and the wonderful experiences I have been afforded by the Westford Public Schools, I am extremely grateful. I will miss the daily interactions with students, staff and parents. Thank you.

## STONY BROOK MIDDLE SCHOOL

The August 2004 opening was very different from our initial opening in August of 2003. We welcomed into the school 228 graders, 211 seventh graders and two hundred and six eighth graders. Returning staff and students were comfortably familiar with the building and the schedule as they entered their second year at the school. Sixth graders quickly acclimated themselves to the schedule and building, supported by the team-building activities that their teachers used to welcome them into our school community.

Joan T. Barry  
*Principal*

Joe Jette  
*Assistant Principal*

The two sixth-grade teams comprised approximately 114 students and five teachers per team. Each teacher was responsible for teaching one subject: mathematics, language arts, reading, social studies, or science. The seventh and eighth-grade teams consisted of approximately 102 students and four teachers with responsibility for providing instruction in mathematics, language arts, social studies, or science. The students in each grade received instruction on their respective teams for about four hours each day, then worked with members of the Integrated Arts Team for 90 minutes. During integrated arts the students participated in a variety of age-appropriate programs, including music, art, consumer and family science, health, technology education, and foreign language (French, German, Latin, or Spanish). A new foreign language exploratory program was started for sixth graders, who had the opportunity to experience all four languages before selecting the language they would continue to study in seventh and eighth grade.

### Curriculum and Instruction

The course of study followed the Massachusetts Curriculum Frameworks. Students were heterogeneously grouped in all subjects with the exception of mathematics. Students in math were placed in a grade-level or an accelerated math program based on well-established criteria. A student's understanding of math concepts develops at different times during the middle school years. A goal of math instruction was to challenge each student, placing the child in the most appropriate math program, providing opportunities as the child matures, and building the child's ability to think mathematically.

Writing across the curriculum was emphasized in all the classrooms. A number of staff participated in a John Collins Writing Program offered by the University of Westford. We were fortunate to have a John Collins consultant work with teachers to fine-tune teaching strategies they have used for the last few years and to introduce the program to a number of new staff members. As the teachers are trained in the program, they require the students to use the John Collins Type 1 or 2 formats in the activating or summarizing parts of their lessons. This initiative has helped to build the students' awareness of what good writing looks like across the curriculum.

Technology and communication continued to be an important part of the curriculum in the middle school. Stony Brook's three computer labs were very busy. More and more of our students have incorporated PowerPoint presentations into their projects, creating an even higher demand for the computer labs, raising the bar on the fine work our students are producing. Our

Media Specialist guided the students in internet research as well as the traditional methods of finding information. Our collection of books and research materials was increased by donations from parents and the fundraising efforts of the media specialist. The use of the Media Center grew with the students using ACT time to do research or to read quietly. The teachers worked with our technology specialist to plan and implement exciting, challenging research projects. Through their collaborative efforts the staff created wonderful projects in which the students uncovered in-depth information. Technology continued to give our students new tools for learning.

### **Assessment**

Assessment is an integral part of the education process at Stony Brook. Teachers used multiple forms of assessment for measuring student achievement. Assessment went beyond the traditional paper test to include reports, projects and hands-on class presentations. Strategies such as PowerPoint presentations and interactive reports encouraged students to think in more creative and challenging ways. Teachers were able to assess the multiple learning styles of students and to learn more about what their students already knew or understood about a topic.

In the spring all the students participated in MCAS testing. The mathematics test was given to sixth and eighth graders. Seventh graders took the long composition in April and the English Language Arts test in May. Eighth graders also participated in a science test. All three grades participated in MCAS question tryouts. Sixth and eighth graders took a reading tryout and seventh graders completed tryouts in math, history and social science. The tryouts are being considered for future MCAS testing in the different grade levels.

All sixth and seventh grade students were given a benchmark test in mathematics to demonstrate their basic knowledge of math concepts and computation. The results were one factor in determining the math placements for the 2004-05 school years. Seventh- and eighth-grade students took an end of year test in language arts to demonstrate their knowledge of grammar and vocabulary. These tests will provide feedback to the students and staff. We continue to build on the strong writing skills that our students demonstrate in the MCAS results.

### **Professional Development**

The Curriculum Task Forces continued to work with the curriculum specialists creating curriculum guides that meet the standards of the Curriculum Frameworks and the Westford Blueprint. Each of the disciplines met monthly with the curriculum specialists to continue their work in curriculum alignment and articulation across the grade levels. We continued to provide training for staff in the Connected Math Program, emphasizing how to integrate this program into all math instruction in the middle school.

The staff from the Blanchard and Stony Brook Schools continued to meet monthly. Getting together with their subject area colleagues, teachers discussed the curriculum, subsequently planning and developing similar learning experiences for all students, at the same time encouraging the teachers on the respective teams to express their creativity.



Our guidance staff continued to work with the students and staff in addressing the many issues surrounding bullying. A pilot program for sixth graders was developed using the Second Step Program. Plans were developed to expand the work into the seventh and eighth grades. The staff used summer professional development time to provide all the teachers with a resource binder containing materials for B.E.S.T. The binder suggested a monthly theme to guide the team-building activities that are the core of our advisor-advisee program. In the 2005-06 school years we will continue to educate and work with staff and students on how to best address bullying in the middle school.

### **Parent/ Community Involvement**

The Westford Middle School PTO again sponsored a very successful Magazine Drive. The funds raised allowed this highly supportive organization to continue to provide the middle school students with excellent activities and enrichment programs: for example, the sixth graders were thrilled to meet author Jack Gantos; the seventh graders, Yoko Watkins, and the eighth graders to attend a Shakespeare Guyz production in our own auditorium. The Stony Brook School Store offered an assortment of school supplies, such as Pop-a-Points, Super Clips, stretchy book covers, and highlighters. The profits made from the store were donated to the Media Center, allowing more books to be added to our collection. In a continuing effort to support parents raising a middle school youngster, the Middle School Level Parent Circle invited all parents to attend their meetings. The Parent Circle provides a forum for parents of adolescents to share their issues and dilemmas and to receive suggestions from others in a confidential and non-threatening setting.

### **School Advisory Council**

The SAC convened its first meeting in September. Consisting of Principal Joan Barry, three teachers and parents, and a community member at large, the SAC met throughout the year. We continued to address the issues of student performance and budget. In May we conducted a school survey electronically. It was busy time of year and responses were low. We will again ask parents to respond to the survey in late September of 2005, getting a broader response to our questions regarding curriculum, homework, communication, and student activities.

### **School Sports**

Interscholastic sports were started this year. In the fall all three grades participated on our track team, while seventh and eighth graders tried out for soccer. In the winter, seventh and eighth graders tried out and were selected for the boys' and girls' basketball teams. The girls' basketball team was very successful (12-0) and won the Middlesex League Championship. In the spring, all grades were eligible for the cross country team. Seventh and eighth graders tried out for boys' baseball and girls' softball. These teams provided many opportunities throughout the school year for the students to build school spirit.

### **Extended Day Program**

The Westford Public Schools After School Enrichment Club (WASEC) provided a program for students to have a safe and productive after-school program. They had time to do homework, participate in a recreational activity and play games such as chess, ping pong, basketball and sledding under adult supervision. A new addition was guitar and drum lessons for interested

students. The program continues to grow and offer interesting experiences for our middle school students.

### **Communication**

A major emphasis continues to be placed on school/home communication. The Monday Envelope was used to send home progress reports and report cards. A listing of student activities, as well as all information needing to be sent home via students, was included in the envelope. In addition to including the homework in folders kept in the main office, the teams posted the homework daily on the Internet for the students to access from home in the evenings.

The Stony Brook website allowed for greater communication and gave parents an additional source of information. Parents could register to receive a weekly email from the principal announcing upcoming events and highlighting the many wonderful educational experiences that were happening at the school.

In conclusion, I want to thank all the teachers and staff for working hard and doing a wonderful job with our emerging adolescents. The students and staff have worked diligently to achieve academic success and to build a new school community in this beautiful setting. It has been a very rewarding and productive year for us all. We look forward to improving our community in the 2005-06 school year.



# WESTFORD ACADEMY

## Introduction

We welcomed 1396 students to Westford Academy for the 2004-2005 school year. We also welcomed many new teachers to our building. The year was highlighted by many achievements in the areas of academics and co-curricular activities.

Ellen A. Parker  
*Principal*

Jim Antonelli  
*Assistant Principal*

Student performance on the state-mandated MCAS tests continued to place Westford in the top tier of high schools in Massachusetts. The class of 2005 had 100% of its graduates successfully pass both the English Language Arts and mathematics tests.

The end of the school year was also a time of goodbyes to valued WA teachers. Retiring were English teacher Peg Beck, physical education teacher John Morris and special education team chair Jane Coleman. They will be missed.

## Recognitions

The College Board National Merit Scholarship Program again recognized Westford Academy students.

Commended Students from 2005:

Matthew Biron, Kathryn Boonstra, Scott Cruikshank, Anne Gomez, Caitlin Lucey, Kathryn Reiser, Lisa Storey, John Turkovich

Finalists from 2005:

Lindsey Boesel, Scott Munro, Timothy Stefanski, Theodore Tibbitts

2005 National Merit Scholarship Recipients:

Lindsey Boesel, Timothy Stefanski, John Turkovich

Alim Shaikh ('05) with guidance from teacher Ed Scollan placed first in the National Youth Stock Market Simulation. Alim's portfolio was judged to be the best managed of the 1,500 entries.

Our Math Team, under the direction of advisor Julie Perrault, had a stellar season with many personal and team highlights. Westford Academy finished its season in 8th place in the 40-team Massachusetts Mathematics League (MML). Andrew Geng ('07) was the third-highest scorer in MML competition. In the Massachusetts Math Olympiad competition, Andrew Geng ('07) received a certificate of achievement as a finalist; Chris Borrero ('05) and Scott Munro ('05) were also recognized with certificates of merit.

Twenty-two sophomores, junior and seniors competed in the Silver Anniversary Elizabeth Haskins Mathematics contest. Approximately 600 students from 16 area high schools

participated. The top three sophomores were WA students: Andrew Geng, Christina Wright and Brian Gilling. Andrew scored a perfect paper - the first time in the 25-year history of this contest.

The Grey Ghosts tradition of excellence in athletics continued in the 2004-05 school year. Dual County League championships were captured in golf, cheering, men's ice hockey, men's alpine ski, gymnastics and baseball.

In fall 2004, the men's soccer team was Division II North finalists while the golf team won its second North Championship in a row. The ice hockey teams made their presence felt in the winter tournament. The men's team went to the quarterfinals, while the women's team made it to the State finals. Lindsey Harrington, from the women's hockey team, achieved a milestone when she became the first Lady Ghost to score 100 goals in her career. In the spring, a number of teams qualified for tournament action including men's volleyball for the second time in their short history. The men's tennis team also returned to post-season tournament play. The men's lacrosse team and baseball also represented Westford Academy into the post-season. The women's and men's track and field teams finished 2<sup>nd</sup> and 3<sup>rd</sup> respectively in the league, each making a strong run at the title.

During 2004-05, there were over 60 athletic teams representing Westford Academy. On the average, over 400 students participated in every season and performed with class and excellence. A special honor was bestowed upon the men's volleyball team when they received the Massachusetts Interscholastic Athletic Association Eastern Massachusetts Sportsmanship Award for volleyball.

Under the leadership of Melissa Clark, Matt Biron and advisor Ken Kravetz, students began planning for the Westford Academy community service project. On May 21st the Westford Academy Community Service Team completed its tenth annual spring project, titled "Swing into the New Millennium." The main component of the project was installing new playground equipment for the integrated pre-school. In addition, the students installed a colorful butterfly garden, designed and installed a shade structure, refurbished four picnic tables, and moved a chain-link fence to increase the children's play area.

Westford Academy teachers Zachary Brumbaugh, Wendy Cook, Christopher Connole, Gwen Hanson and Stephanie Gosselin received a \$35,000 grant from Hewlett-Packard. The grant provides for laptop computers, projectors and digital cameras, as well as professional development training for the team. The interdisciplinary project, titled "Building the Mill," will examine the geographical, socio-economic and mathematic concepts involved in building a mill in the town of Westford at different periods in history.

### **Curriculum and Instruction**

Work continued in the area of developing common assessments. These tools, once completed and implemented, will be used to inform our instruction.

The science curriculum was reviewed and revamped. The geophysical course (for grade 9) was replaced with biology.

The foreign language department teachers wrote the curriculum for fourth year language courses at the college preparatory level. Beginning in September 2005, the fourth year of a language will be offered at the college preparatory and honors level.

Every department reviewed course offerings and a move to create more semester-length elective offerings was embraced. The Program of Studies was rewritten to be more concise and consistent across all disciplines.

Our library/media center continues to be the hub of learning for WA. Library/media specialists Elaine Pietras and Amy Short provided instruction in the areas of proper source citing and plagiarism. Turnitin.com was used as a teaching tool to address plagiarism issues. This initiative was very successful.

### **School Council**

Members of the Westford Academy School Council included seniorss Kristen Parisi, Anna Meader and Alim Shaikh; parents Liz Martin, Diana Walker-Moyer, Cindy Edwards and Bob Shaw; teachers Blair Bettencourt, Ed Scollan, and Sharon Hellstedt, and principal Ellen Parker. The community representative was Patti Mason. The School Committee representative was Betsy Andrews.

The council served an important role this year reviewing many curriculum initiatives as well as offering input for the review of the Student Handbook.

### **Communication**

Communication remains an important component of the Academy's mission. Our newsletter was published quarterly and continued to include a message from the Principal, calendar of events and departmental highlights. The principal's Friday email provided parents with a snapshot of Academy happenings. The Parent Information Exchange (P.I.E.) meetings provided parents with an opportunity to get information on a number of topics and have a question-and-answer period with the principal. The Academy's website continues to provide a wealth of information on the many aspects of life at WA.

### **25 Years of Service**

At the annual Westford Academy staff recognition reception, foreign language teacher Dave Herbert and library/media specialist Elaine Pietras were recognized for 25 years of service at Westford Academy. Mr. Herbert and Mrs. Pietras received the traditional WA Captain's chair for their years of dedicated service to the students of WA.

### **Westford Academy Trustees**

The WA Trustees continue to support scholarships and programming with their annual financial award of approximately \$75,000. Their generous support was distributed through scholarships to graduating seniors, most worthy and excellence awards, National Honor Society senior book gifts and the Academy's participation in the Virtual High School program. The Virtual High School will offer students the opportunity to enroll in online courses to further support their educational interests.

### **Westford Academy Trustees**

Mr. H. James Kazeniac  
Mr. H. Arnold Wilder  
Dr. Maurice Huckins, Jr.  
Mr. A. Dana Fletcher  
Mr. E. Kennard Fletcher  
Mrs. Bette Ross Hook  
Mr. Geoff Hall  
Mr. Joseph F. Lisi, Ed.D.  
Ms. Ellen Rainville  
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Mrs. Barbara H. Parkhurst  
Mr. Lloyd Blanchard  
Mr. William J. Kavanagh  
Mrs. Helena A. Crocker  
Mrs. Eva Nesmith Brown  
Mr. Robert Herrmann  
Mr. Ryan Dunn  
Mr. William Cody

### **Conclusion**

We take great pride in the many accomplishments of our students and faculty. We continue to cultivate a positive school environment supportive of student success.

Westford Academy Graduation

Processional: <i>Pomp and Circumstance</i> .....	Elgar
Class Marshals .....	Rory Sullivan and Kate Jurkiewicz
National Anthem .....	Played by Westford Academy Band and Alumni Blair Bettencourt, Director
Principal's Welcome .....	Ellen A. Parker
Special Presentations .....	Class Officers
Divij Mathew, President	Hilary Bye, Vice President
Benna Cheung, Secretary	Kristina Winn, Treasurer
Alma Mater .....	Sung by: Scott Cruikshank, Christopher Gosselin, Cassandra Lanno, Kathryn Russo
Class of 2005 Speaker .....	Emily Morrison

THE MOST WORTHY REPRESENTATIVES OF WESTFORD ACADEMY  
AND ACADEMIC EXCELLENCE AWARDS  
Westford Board of Trustees – Mr. Ryan Dunn, Presenter

Congratulatory Remarks .....	Dr. Stephen Foster
Class Advisors .....	B. Murphy, S. Hellstedt, L. Pikora
Presentation of Diplomas by The School Committee	
Class Song .....	“Tonight, Tonight” Performed by: Members of the Class of 2005
Closing Remarks .....	Divij Mathew, President
Recessional .....	Wagner

Reception for Graduates  
Hosted by Class of 2007



## Westford Academy Class of 2005 Graduates

Matthew Ryan Abbott Peimon Abdollahian Ashley Lynne Anderson Electra Richm Athanasios Shannon Elizabeth Avery Jonathan William Bakos Victoria Grace Battaglioli Cairsten Grace Bealand Brendan William Beaudreault Brandon Michael Beck Keri Marie Beliveau Nicolas Belmore Paul Richard Berard Jr Alice Caroline Bennett * Alice Margaret Bergin * Brandon Michael Berry * Karina Noor Bhaiwala Joseph Daniel Biegler Jr * Matthew Aaron Biron Jordan Paul Bissonette Lindsay Michelle Boesel Tara Kristen Bogdan * Patrick Mark Boldrighini Kathryn Elizabeth Boonstra * G. Christopher Borrero Alexander Jay Bosworth Christopher Thomas Bourdeau Oliver Ryan Bradford Caitlin Leigh Brady * Kerri Lynn Bransfield Michael Joseph Breault Paula Andrea Briceño Vega David Michael Browne * Michelle Anne Bruno Julie Ann Burgomaster Hilary Sullivan Bye William Anthony Caldeira Christopher Frederick Callahan Christina Marie Canney Ryan Thomas Cauty Shenin Elizabeth Carpenter Joseph Anthony Celi Gregory John Chaber Sarah Alice Chalton Evan Franz Chan-Aldebol Frank Randall Chapa * Benna Catherine Cheung Brianna Marie Chirokas * Jenna Anne Claffey Mallory Anne Cole Jessica Lee Connors Gregory Joseph Costigan Ian James Cox Kevin William Crosby Donald Albert Crowell * Scott Andrew Cruikshank Matthew Francis Culbertson Andrew Lawrence Cullen Shauna Leigh Cusano * Stephanie Louise Cusworth Ian Kirk Dalley * Jennifer Lynn Damiani	Andrew Vaughn Darnell Sarah Catherine Day Alyssa Lyn DeAntonios Erica Ann Dee Mathew Frank Delloroso Jessica Elizabeth DeLosa Ryan Joseph Denaro Niels Deneffle Caitlyn Elizabeth Denchy Jordan Thomas DeTolla Wesley James Dinsick Neil Keith Dixon Bobby Gev Doctor * Ryan Michael Donlan Sean Richard Donovan Trebora Martyn Dooley Patrick Henry John Doran Aline Monique Dunne Sarah Marie Esposito * Jessica Penney Faria Taylor Alexandra Farry Robert Patrick Feeley Jodie Marie Fernald * Glenn Michael Ferreira Jamie Elise Fisher Keith Edward Flanders Rebecca Parish Fleckner Connor Katlin Foley Brian Justin Ford Matthew Ian Fulmer Amanda Anneleise Gagnon Brett Michael Gagnon Thomas Christopher Gagnon Paul William Gallagher Nicolas Galvis Colleen Chantal Galya Pei Ling Gan * Katharine Marie Garvin Michelle Claire Gauthier Patrick Leighton Gendron Jill Ann Giannotti Michael Gene Gilardi Kerry William Glennon Stephanie Marisa Godfroy * Anne Theresa Gomez * Ashley Laura Goodrich Sean Michael Goodrich Christopher James Collins Gosselin Kyle Lewis Green Ashley Vanessa Greenough * Kasey Marie Gust * Lauren Elizabeth Gustin Koorosh Haghighyehi Holly Savannah Hanson William Christopher Harmon Lindsey Michelle Harrington Leslie Ann Harwood John Austin Heald Linley Margaret Heath Drew William Henderson * Jennifer Margaret Hendriks Jeffrey Max Henry	Brittany Marie Holmes Andrew Karl Holub Caitlyn Nicole Horton Joy Allison Huebner Brian Timothy Hulse Michael Adam Huskey Jonathan Deutsch James * Kristen Alice Jensen Kelly Ann Johnson Evan Joseph Joyce Jessica Kristin Joyce Gregory Paul Kalergis Sarah Arraj Kalogeros * Christopher Michael Katz Oliver Henry Kell Michael James Kelly Thomas Gallant Kenneally Arianna Catherine Kenney Ashley Dacyn Kern Melisa Lauren Keyes * Emily Patricia Kilpatrick Brett Jagger Klein Corey James Kneeland James Paul Kooztz Christopher George LaCon Victoria Renee Lambert Bradford Joseph Lamy * Cassandra Jean Lanno Rohan Vijay Lathia * Jordan Elizabeth LeBlanc Jesse Patrick LeDrew Christine Leonard * Lauren Caitlin Linnell Brendan Tolman Livingston Sean Timothy Logan Caitlin Anne Lucy Jillian Margaret Lucy Joy Clara Luna Christopher Luu Matthew Paul Macklin James Geoffrey Macpherson Joseph David Maduri Richard Dale Magaw Seth David Maheu Andrew Robert Mains Alicia Marie Malbouef Jeremy William Mandra * Courtney Elizabeth Mario Brittney Danielle Marston Sarah Louise Martin Christina Alyce Martinez Adrian Paul Martins Divij Mathew * Laura Beth Mathews Amy Elizabeth Maynard Laura Elizabeth Mazzola Thomas Rudolph McArdle Anastasia Teresa McAteer Christopher Michael McCarthy Caitlin Elizabeth McCusker * Kyle Paul McGrath * Brian Patrick McNeil Alexandra Kimberlee Mead * Anna Grace Meader	Kyle Meadows * Jillian Avery Meenan Nathan Michael Metcalf Lindsay Morgan Meyler Gregory George Michalopoulos Sabrina Lynn Mills Caitlin-Marie Miner Laura Danielle Minott Kathleen Joan Mitchell Kelly Elizabeth Moloney * Emily Foley Morrison Amber Brisa Moss Patrick Michael Mulroy * Scott Andrew Munro * Lauren Marie Musacchio Peter Joseph Musumano David Christopher Myer * Matthew Guy Napolitano Michael Francis Nelson Trevor Touart Nelson Nora Sarah Newhard Erica Marie Noran Andrea Marie Norton Colin Chambers O'Brien Alexander Douglas Oldfield Douglas Mitchell Orton Nicholas Lawrence Ouellette Adam Frank Page Leon Pagels Dylan Read Palmer Kristin Victoria Parisi Vaughn Zachary Parker Wildor Parks Charlotte Marianne Pemp Ashley Sarah Pestana Allison Marie Peters James David Petersen Monica Christine Pfister * Francesca Marie Pisano John Adam Pitt Meg Catherine Popolizio Bradley Alan Price Joanna Elaine Price Bridget Christine Prisk Erin Elizabeth Prisk Avinash Purohit Katherine Mary Quirbach Aloo Rosa Ragwar Douglas Matthew Reedy * Kathryn Alice Reiser * Katherine Elizabeth Reny Amy Jean Richmond Carl Allen Risso Christopher Scott Rogers Kathryn Mary Russo Allison Rita Sageman Melissa Bradley Sageman Luke Francis Scanlan Ashley Gray Schillhammer Eric Christopher Schlect Alexander Haubrich Scott Devin Tyler Sears Douglas Arthur Selent	Nathan Benjamin Sellers * Alim Shaikh Erin Patricia Shepherd Brendan Steven Sheridan Carl Joseph Simon Lisa Marie Simons Briana Grace Smith Heather Mae Smith Patricia Ann Smith Elizabeth Ashley Solomon Jacqueline Eleanor Spadano Matthew Merritt Spinks Carolyn May Spinney Jeremy William Stark * Timothy Stanley Stefanski Ronald Louis Steffero Kevin John Steinhauer Christopher David Stella Timothy James Stewart * Lisa Danielle Storey Devin William Stronge Haley Ryan Swanson Kelsey McKenzie Teal Nidhin Roy Thomas Theodore Daniel Tibbitts Aubrey Rose Tiernan Richard Edward Tilton Jillian Wilhelmena Tito Christina Marie Tompkins Brian Raymond Townsend David Mark Tran Ashley Erin Troy * John Joseph Turkovich Barrett Ashton Vanderbie Divya Vangala Anthony Alfred Vardaro John Flynn Vaught Brittany Clarke Walsh * Monica Wang Ryan David Watts Matthew Mitchell Webber Jacquelyn Marie Wells Jeffrey Andrew White Julie Anne Whitney Erica Maj Wiken Kristina Noelle Winn Steven Robert Wolfson Matthew Lawrence Woodcome Matthew Stephen Wyke Eric Andrew Young Nicole Marie Young Jennifer Anne Zupkosky
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Class Advisors:  
S. Helstedt  
B. Murphy  
L. Pikora

\* National Honor Society



## SENIOR CENTER NEEDS COMMITTEE

The Senior Center Needs Committee was established in August 2005 by agreement between the Board of Selectmen and Council on Aging. It was generally recognized that the needs of the Westford senior population and demand for social services has outgrown its present location at the Cameron Senior Center, 20 Pleasant Street. The charge of the Senior Center Needs Committee is to study the present and future space needs of Westford seniors and Town social services. The new committee is composed of two members of the Council on Aging, the Director of Elder Services, three community members-at-large, and liaisons from the Board of Selectmen and Permanent Town Building Committee. This committee replaces the former Senior Center Activities Committee, whose mission was to build a new state-of-the-art senior center, and allows a more comprehensive look at meeting senior and social service space needs through an addition to the existing senior center or use of other Town facilities in order to minimize cost.

Helena "Mickey Crocker  
*Chair*  
Nancy Cook  
Richie Crocker  
Paul Davies  
Patty Dubey  
Paul Murray  
Joanne Sheehan  
Valerie Wormell

Joanne Sheehan  
*Elder Services Director*

The committee began by defining the desire to remain in its present location at 20 Pleasant Street. To thoroughly investigate the potential for an addition and renovation to the Cameron Senior Center, Article 14 of the Fall Special Town Meeting was successfully passed, working with the Conservation Commission, allowing for a land swap, thereby gaining permission to expand the Cameron building and septic facilities onto the adjacent conservation parcel if needed.

Neighborhood meetings were held to hear the concerns of abutters when considering an expansion.

Currently, the committee is developing a document of understanding, outlining the limitations to expansion, studying senior population trends and demographics and assessing the current and future needs of the Westford senior community. When the above information is compiled, it will be turned over to the Permanent Town Building Committee for determination on what facilities will best meet space needs.

The committee meets on the second and fourth Wednesday of the month, at 3:30 p.m. at the Cameron Senior Center. All are welcome to attend.

# TOWN CLERK

The Town Clerk’s office operates with a staff of two full-time, one part-time and seasonal personnel, including 92 election officers.

Kaari Mai Tari  
Town Clerk  
Patty Dubey  
Assistant Town Clerk  
Rita Shipley  
Administrative Support

## Registrars

Voting lists were prepared for the annual election and town meeting and two special town meetings in 2005. Special voter registration sessions are held 20 days before an election and 10 days before a special town meeting, usually at the Town Clerk’s Office. On those days the Town Clerk’s Office is open until 8:00pm. The voting precincts in Westford are as follows:

- Precinct 1     Abbot School, 25 Depot Street
- Precinct 2     Blanchard Middle School, 14 West Street
- Precinct 3     Abbot School, 25 Depot Street
- Precinct 4     Robinson School, 56 Concord Road
- Precinct 5     Stony Brook School, 9 Farmer Way – at Veterans Memorial Complex
- Precinct 6     Rita Edwards Miller School, 1 Mitchell Way – off Russells Way

The 2005 population in Westford based on census returns and voter activity was 20,904. 533 new voters were registered in Westford, among them 74 18 year olds. We are grateful to Mr. McHugh at Westford Academy for his efforts in encouraging these students to register.

The Registrars held a special voter registration session at Westford Academy prior to the Annual Town Meeting and election on April 12, 2006 that resulted in 26 new voters being added to the roles.

The data provided by the Census is used to update voter information in the State’s Central Voter Registry, which is used to generate voter lists at elections and town meeting, and the Jury List. The School Department receives census data for school-aged children to help with enrollment information and projections, and the Council on Aging uses census data for service projections. Several other Town departments also rely on this data to assist with their daily work. The Town Clerk’s office appreciates the efforts of all residents to return census forms in a timely manner.

## Elections

Twenty new voting booths were purchased to replace older, failing equipment as part of a capital plan which will be complete in FY2008.

At least 72 election officers are needed to ensure a smooth and manageable election day at the polls. Training is offered prior to most elections. Interested voters are encouraged to contact the Town Clerk’s office as substitute officers are always needed due to the inevitability of cancellations when illness or other unexpected circumstances prevail.

Election Days are successful in large part thanks to the cooperation of other departments, most profoundly the School Department. The superintendent arranges, when possible, for early

release or administrative days during State Elections. The principals of the Abbot, Blanchard, Miller, Robinson and Stony Brook Schools allow us to use their gymnasiums or other space, disrupting normal activities. The facilities managers, with guidance from Richie Crocker, set up the polling places. Metal precinct signs are posted around town and Kurt Franz faithfully delivers the ballots to the polling places on every election day.

The Police Department provides public safety oversight on Election Day and delivers material back to Town Hall at the end of the very long day.

The Board of Registrars is grateful for this cooperation.

### **Vitals**

During the 2005 calendar year, 229 births, 49 marriages, and 147 deaths were recorded and 50 marriage intentions were filed. Details of the Deaths are printed at the end of the Town Clerk's Report. Births and marriages are printed separately.

### **Licensing & Permits**

Dogs over six months of age must be licensed every year in Westford; licenses are based on calendar year. In order to be licensed a current rabies certificate is needed. The cost per license is \$10 per dog for all dogs, except that owners ages 70 and over do not have to pay to license their dog(s). We licensed 2211 dogs in 2005. The Town Clerk's office again participated in the annual Rabies Clinic by licensing dogs on location. Remember that according to town bylaw, if you neglect to license your dog before the end of the grace period (March 31<sup>st</sup>), you must pay a fine of \$25 in addition to the dog license fee (seniors are not exempt from this late fee). If your dog has received a rabies vaccination, the Town Clerk's office often receives a copy of it directly from the veterinarian, so you can expect to be contacted by Assistant Town Clerk Patty Dubey about licensing your dog.

The Town Clerk's office serving as licensing agent for the Division of Fisheries and Wildlife issued 309 fishing, hunting and sporting licenses and 134 stamps during the calendar year.

A total of 136 Business Certificates or DBAs were issued in Westford at a cost of \$20 per certificate. Business Certificates are valid for four years, prompt correspondence from the Assessors office regarding personal property tax on business equipment, and need to be either reviewed or dissolved in order to keep our records current. Rita Shipley manages the database and keeps businesses up to date with renewal reminders.

Nine Raffle & Bazaar Permits were approved by the Police Chief and issued by the Town Clerk's office. These permits are available only to non-profit organizations that have been active for at least two years and are able to prove that if asked.

Acting as Annual Licensing Officer for the Board of Selectmen, Patty Dubey maintains the files and prepared 63 renewals for Selectmen's licenses.

## **Records Management**

A total of 671 meetings were held by the more than 50 boards and committees detailed in the front of the report. The Town Clerk's office has started to track the return of meeting minutes to ensure that boards and committees have a record of the meetings that are held. Many of these minutes can be found at the library, the Town Clerk's Office and on the web at [www.westford-ma.gov/CmsWestford/Minutes/Minutes\\_MainPage.aspx](http://www.westford-ma.gov/CmsWestford/Minutes/Minutes_MainPage.aspx).

One hundred forty-five new board and committee members and election officers were sworn into office in 2005.

Staff in the Town Clerk's office is grateful for the assistance of Anita Velantzas and Jeannine Haberman with their tremendous efforts in creating a town meeting index. Omitted by error in 2004, but no less important, was the focused effort of Cecile Demers-Gauthier with several records management projects. We have learned to rely on the efforts of our experienced residents to accomplish many critical tasks that we often do not have time to do in the course of our everyday responsibilities.

## **Preservation**

Special thanks to members of the Records and Archives Management Committee for their assistance with Town archives, which is detailed in their report.

## **Miscellaneous**

The Town Clerk's office accepted 811 passport applications in 2005 that were forwarded to the Passport Processing Center. The execution fee that is kept by the town for each passport processed is \$30 per application.

As commissioners to qualify individuals for certain state offices, the Town Clerk's office staff swore in 69 Notaries Public and one Board of Education member.

Town Clerk's office staff also serve as Notaries Publics, processing 628 notarial acts in 2005.

As the first line of response for public information requests, the Town Clerk's office staff relies on the expertise and assistance of many individuals and departments; we wish to thank them here.

## Deaths

<u>Name</u>	<u>Marital Status</u>	<u>Age</u>	<u>Date of Death</u>
Agha, Riaz M.	mar-Nasreen Agha	77	3/2/2005
Alberico, Alice C	wid-Remigio P.	92	1/13/2005
Antonelli, Peter	mar-Eileen Finn	85	9/28/2005
Armstrong, June R	wid-Robert L	90	9/17/2005
Ashcraft, Carla	mar-John	53	2/14/2005
Axon, Gladys Vera	wid-George	102	1/31/2005
Bagley, Alice Mae	mar-Elwin A.	82	7/13/2005
Baldwin, Antoinette Myrtle	div-Jesse	84	1/30/2005
Barry, Audrey W.	wid-David	76	1/28/2005
Belida, Anna	wid-Peter	80	8/21/2005
Bhagra-Bammi, Abha	mar-Jwahar Raju	40	8/23/2005
Bragar, Eleanor	div-Norman	82	5/26/2005
Brooks, Grace A.	wid-George Sr	88	6/11/2005
Brow, Margaret	wid-Howard B.	92	12/31/2005
Burleigh, Robert B.	wid-Greata E. Hubbard	91	2/20/2005
Burneika, Vernice B.	wid-Alfonas	93	2/16/2005
Calvert, William C.	wid-Claire E. Forde	83	3/30/2005
Camus, Dorothy	mar-Armand	76	7/22/2005
Carkin, Roger	mar-Shirley Woodard	74	3/27/2005
Carlsen, Arthur O	div-Leona (unknown)	90	10/20/2005
Caruso, Doris M	wid-Arthur	83	10/20/2005
Castagno, Patricia	mar-Joseph	48	3/24/2005
Chenevert, Thomas Robert	mar-Cecile L Gagnon	63	12/7/2005
Collins, Bernice E.	wid-Lester	82	5/31/2005
Collins, Philip J.	mar-Marlene Lawson	59	12/20/2005
Collins, William E	mar-Susan Hobbs	69	12/10/2005
Connolly, Sarah Elizabeth	wid-Patrick	95	1/3/2005
Crosby, Helen M.	wid-Welden	100	8/6/2005
Cusolito, Robert Andrews	wid-Adrienne P. Penney	72	10/6/2005
Daigle, Lodovina V.	wid-Norman A.	92	3/18/2005
Dean Sr, Donald F.	wid-mary Hartigan	90	4/8/2005
Diette, Robert Nelson	mar-Jeanne d'Arc Lajoie	69	6/26/2005
Donelan, John Edward	mar-Mary McCann	87	10/6/2005
Donovan, Daniel J	mar-Shirley A Brown	72	9/6/2005
Doran, Bertha W.	wid-George A.	95	2/22/2005
Duggan, Constance Eastman	wid-Joseph	89	1/6/2005
Ebert, David	mar-Judith Verlin	56	12/13/2005
Egan, David Walter	mar-Judith F. Flaherty	66	5/29/2005
Eno, Claire B.	wid-Arthur	101	1/2/2005
Fisher, Acton Bruce	wid-Elizabeth K Barton	89	8/17/2005
Fridrich, John N.	never married	28	2/23/2005
Fultz, John L	wid-Margaret O'Sullivan	67	11/14/2005



<u>Name</u>	<u>Marital Status</u>	<u>Age</u>	<u>Date of Death</u>
Geary, Arthur	mar-Laura White	81	11/17/2005
Gebo, Bernice	wid-Philip	98	6/28/2005
Giroux, Alice G	Wid-Roland	98	1/10/2005
Gleason, Cathleen	mar-Andrew	48	1/26/2005
Gould, Erika Nicole	never married	7	11/26/2005
Grimes, Annette Louise	wid-Robert R.	73	10/2/2005
Hammond, William David	mar-Grace Van Dam	89	11/17/2005
Harris, Anna	wid-Earl W.	85	3/16/2005
Haslam, Arthur Stannard	mar-Beatrice Fletcher	86	1/23/2005
Haywood Jr, Francis M	mar-Marie S Chellemi	78	9/16/2005
Hickey, Michael D.	wid-Irma Swim	60	5/14/2005
Holleran, Eleanor J	mar-Michael	66	4/20/2005
Howard, Dorothy Arlene	div-Erving H Howard	93	3/14/2005
Hutchinson, Robert L	never married	68	12/17/2005
Jackson, Frances F.	mar-Williard O	89	10/1/2005
Jeray, Frank A	mar-Frances Burkel	85	9/19/2005
Johnson, David	mar-Genevieve Dubinski	81	3/4/2005
Kinch, Mary Anne	wid-Lester J.	86	9/26/2005
King, Effie	wid-Calvin A.	80	7/22/2005
LaGasse, Thelma M.	wid-Joseph	102	7/10/2005
Lambersgs,John	div-Elaine McLatchy	68	10/17/2005
Lambert, Dorothy	wid-George	97	7/14/2005
Lampron,Donat	wid-Rose M. Kokoliadis	84	12/25/2005
Lantagne, Paul J	mar-Sharon Dundas	59	10/9/2005
Larkin, James Joseph	mar-Beverly Rowe	69	1/18/2005
Latour, Nina B	wid-Edward	92	2/7/2005
LaValle, Frederick	div-Judith A Williams	69	3/10/2005
LeBlanc, Mary	wid-Leon H	85	8/12/2005
Leedberg. Waldo Sidney	mar-Margaret K. Hogan	83	3/5/2005
Lehtinen, Toivo Edwin	wid-Mary Mountford	92	3/2/2005
Lombardo, Claire	mar-Frank	79	3/19/2005
Lorden II, Michael J	never married	22	5/15/2005
MacCallum, Elizabeth M.	wid-Douglas	80	2/27/2005
MacDonald, John W.	wid-Mary H Alderman	81	4/28/2005
Makos, Frances	wid-Stephen K	85	2/16/2005
Manousos, Marie B	wid-George	100	2/5/2005
Manty, Lois E.	wid-William A	97	11/5/2005
Maroney, Kathleen P.	wid-Richard A.	87	10/6/2005
Martin,Phyllis A.	mar-Timothy	52	7/18/2005
Martyn, John J.	mar-Ethel Strobel	88	7/6/2005
Mason, Mary Jane C	wid-John H	79	7/17/2005
McCool, Mary E.	wid-William T.	93	3/15/2005
McIntosh Jr, Douglas Andrew	never married	40	3/16/2005
McLenna, Annie	wid-Edward	90	7/7/2005
McMann, Beverly	mar-Linda Maio	58	11/14/2005



<u>Name</u>	<u>Marital Status</u>	<u>Age</u>	<u>Date of Death</u>
Messina, Joseph A.	never married	5	3/31/2005
Milligan, Patricia A.	mar-David D.	58	5/15/2005
Milot, Donat	wid-Fernande	97	2/6/2005
Moore, Theresa M.	wid-Charles	83	1/30/2005
Morin, Clifford Theodore	mar-Eleanor J Hathaway	89	3/10/2005
Mulligan, Francis J	mar-Marion Fitzpatrick	78	3/22/2005
Nutter, Shawn David	never married	36	1/25/2005
O'Leary, Elizabeth	wid-Kenneth W.	93	7/14/2005
Pappas, Kathleen	mar-Theodor	39	12/2/2005
Paradis, Joseph B.W.	wid-Christine W Maresca	95	9/22/2005
Paradis, Mary G	wid-George	91	1/19/2005
Pare, Edmond J	wid-Dorothy M. Nuttall	88	5/11/2005
Pasciscia, Gaetana	wid-Salvatore	92	10/8/2005
Pestana, Eileen M	wid-Albert	81	4/1/2005
Phelps, Hugh T	wid-Vincenza Cannalonga	86	8/19/2005
Raymond, Hubert J.	div-Ruby Harvey	72	7/7/2005
Recchia, Frank T	mar-Anne L. Black	56	11/3/2005
Richardson, Roxy P.	mar-Warren E.	80	1/26/2005
Rinehart, Ethel	wid-Joseph F	101	7/4/2005
Saladino, Marion	wid-Frank	86	2/5/2005
Sargent, Jean D.	wid-Leigh W.	92	3/26/2005
Saunders, Martha	wid-Arthur	94	5/8/2005
Scott, Edmund Joseph	mar-Katherine D. Downie	88	5/27/2005
Secovich, George	mar-Ernestine Secovich	83	4/29/2005
Senna, Ralph J.	mar- Mary C. Kenyon	74	10/25/2005
Shapiro, Florence	mar-Leonard	87	1/3/2005
Silva, Serafim Mendonca	mar-Julia DaGloria	86	3/3/2005
Spinney, Evelyn H	div-Earle R	86	7/23/2005
Squeglia, Rita Bertha	wid-Carl A	81	10/29/2005
Steele, Yvonne	mar-Chesley	75	1/7/2005
Stromsky, Nellie	wid-Alexander	84	3/29/2005
Studer, Michael Joseph	mar-Patricia Moseley	52	1/20/2005
Sullivan, George Russell	wid-Margaret Hogan	91	2/19/2005
Suprenant, Gerald J.	mar- Aldea E. Hassan	85	11/4/2005
Swanson, Ibis Chaves	mar-Daniel G.	51	2/3/2005
Swech, Pauline W.	wid-Alexander H.	87	3/7/2005
Sweet, Muriel E.	wid-Leslie G	93	10/12/2005
Talmer, Alice H.	wid-Frank Albert	76	8/10/2005
Tanguay, Mary Ida	wid-Harold	95	8/9/2005
Tatelman, George	mar-Roberta Minsk	73	9/23/2005
Tebbetts, Margaret	wid-George	77	3/19/2005
Timberlake, Janet	wid-James T.	79	2/16/2005
Tyrell, Rita M	div-Robert C. Tyrell	90	5/17/2005
Unterberg, Selma	Wid-Alfred	91	10/9/2005
Urban, Edward Frank	wid-Lucille Bill	90	10/13/2005

<u>Name</u>	<u>Marital Status</u>	<u>Age</u>	<u>Date of Death</u>
Urbaniak, Phyllis S.	wid-John	86	2/27/2005
Van Norden, Judith E.	mar-Richard A	62	10/12/2005
Venuti, Francesco Paul	wid-Dorothy Rogers	81	3/21/2005
Watson, Anna Elizabeth	wid-Philip	93	2/24/2005
Weaver, Sharon Mary	mar-Scott D.	42	3/24/2005
White, Barbara	wid-Richard	87	12/28/2005
Whitney, Beverly A	mar-Stanley	67	7/29/2005
Whitney, Helen	div-Roland	91	8/14/2005
Windsor, Helen	wid-James K.	88	5/27/2005
Yapp, Lucy	wid-George A.	92	10/21/2005
Young, John S.	mar-Marion Kakis	82	11/3/2005
Zwicker, Dorice B.	wid-Homer A.	85	4/13/2005

## TREE WARDEN

This has been a very busy year with the wind and snow storms we have had.

Carlton Rooks  
Tree Warden

Many trees suffered damage from the heavy snow and storms took down others. Of particular concern was the tree damage that occurred on the Town Common. Several trees were lost or damaged so much that they needed to be removed. The Highway Department spent several days cleaning up the debris from the Common and other areas that were affected.

Many thanks to the Highway Department for assisting with staff and equipment in the many tree management projects around the town. I am grateful also to the Town Manager's office staff who continue to provide assistance by fielding the phone calls from concerned residents that often prompt these projects.

Residents with concerns about trees on town owned land are asked to call the Town Manager's office.



The Black Oak (*Quercus velutina*) pictured on the left stands between the First Parish Church and J.V. Fletcher Library. In 1999, it was named a Massachusetts Champion Tree, which means that it is the largest of its species in the state: 218" in circumference.

Marian Harman of the Westford Conservation Trust nominated the tree; Bill Turner did the measuring and took the photo.

Tree Trivia: the same year, two other Westford trees were named Massachusetts Champion Trees: a catalpa at 134 Concord Road and an apple tree at 58 Hildreth Street. Markers were placed at all three trees, paid for by the Historical Commission's Common Restoration Project.



## VETERANS SERVICES

The Veterans Services, for the Town of Westford, completed another successful year, operating from the Cameron Senior Center. The office, on a part part-time basis, continues to provide services and benefits to eligible veterans and their dependents as outlined in Chapter 115 of the General Laws of Massachusetts.

Paul F. Murray  
*Director*  
20 Pleasant St.  
Westford, MA 01886  
978-392-1170  
978-392-0890 Fax  
[pmurray@westford.mec.edu](mailto:pmurray@westford.mec.edu)

The Veterans Services also offer burial, job programs and housing assistance, along with food and fuel aid programs to qualified applicants.

With the assistance of the Town Clerk's office, a Veterans survey form was included with the annual census mailing. The information received from this survey will be compiled into a data base to be used for planning and assistance purposes.

During 2005, we assisted, Veterans, their survivors, and the community whose needs for services covered financial, informational, and burial assistance.

We continue to have good return rate for lost or missing discharge papers (DD-214). These are the key documents to Veterans Services either State or Federal.

The cemeteries were flagged on both Memorial Day and Veterans Day. A program to map the Veterans locations in the cemeteries, utilizing the Town's GIS department, is being considered.

The Veterans Day and Memorial Day programs again this year were greatly enhanced by the participation of the Boy and Girl Scouts, Cub Scouts, Brownies, and Westford Academy Band band members. The leadership of these groups now plays a major role in the planning, staging, and success of these events. The observance of both these days by the town residents continues to improve.

Thank you to all departments in Town, Police and Fire Honor Guards, American Legion Posts, DAV, and the VFW for their support of the Veterans Office and operations during this past year.

## WATER DEPARTMENT

The Westford Water Department is charged, by the town, with providing safe, high-quality, uninterrupted water at a reasonable pressure, to meet the health and fire protection needs of that portion of the town served by the public water system. The department must provide this service while meeting various state and federal requirements. The department employs a staff of 13 to manage and maintain the Water Department and its resources. The superintendent and a three-member Commission with one alternate, appointed by the Town Manager for three-year terms, are responsible for providing these services to the Town. The Water Department must adhere to strict water quality requirements established by the U.S. Environmental Protection Agency and enforced by the Massachusetts Department of Environmental Protection (DEP). In 2005, the Westford Water Department continued operations of its two new treatment facilities to provide the residents of Westford with drinking water.

### 2005 Highlights

This year was another successful year for the Water Department. The water treatment plants on Forge Village and Nutting Roads continued to operate smoothly to provide residents of Westford with good-quality drinking water. The Water Department worked with a consulting firm and the Department of Environmental Protection to establish a treatment plan for the Cote Well to treat the perchlorate contamination.

The Water Department was again recognized by the Massachusetts Coalition for Oral Health for outstanding efforts during 2005 in providing community water fluoridation as a recognized scientific public health measure in the prevention of dental decay.

The Environmental Compliance Manager, Elaine Major, was recognized at the State House by UMass Lowell's Toxics Use Reduction Institute, Representative Geoffrey Hall, and Senator Steven Panagiotakos for her efforts to increase pesticide awareness and the successful completion of the "Healthy Lawns for Healthy Families" project. The project was funded a second time to continue into 2006.

### Board of Water Commissioners

Leslie A. Thomas  
*Chairperson*  
Douglas C. Deschenes  
Robert Carter  
*Secretary*  
Harold A. Fletcher  
*Alternate Member*

### Water Department Staff

Warren E. Sweetser  
*Superintendent*  
Robert Worthley  
*Water Treatment Manager*  
Robin Fullford  
*Business Manager*  
Elaine Major  
*Environmental Compliance Mgr.*  
Dianne Cloutier  
*Records Coordinator*  
Sandra Kane  
*Administrative Assistant*  
Paul Ricard  
*Foreman*  
Wayne Beauregard  
*Foreman*  
Chris Macpherson  
*Licensed Well Specialist*  
Joe Emerson  
*Licensed Well Specialist*  
Dave Crocker  
*Licensed Well Specialist*  
Rob Daley  
*Licensed Well Specialist*  
Scott Harkins  
*Licensed Well Specialist*





The Water Treatment Manager, Robert Worthley, was recognized by the Massachusetts Water Works Association for his outstanding commitment to providing continuing education to Massachusetts water works professionals and received the first annual Harold A. Fletcher Education Award for his efforts. Bob was also recognized in the New England Water Works Association's fall newsletter for his accomplishments and commitment to drinking water quality.

The Water Department is employing new technology for meter reading. Instead of the ARB box on the outside of the house, which requires the meter reader to open the box and plug in a reading device, a radio-read meter interface unit (MIU) is now installed on all new construction. The MIU can usually be read from the street. MIUs are also installed at residences that are difficult to approach for various reasons. MIUs were installed at most of our commercial accounts last fall and the reading time was reduced from two weeks to one day. These units have proven to be accurate and maximize meter-reading efficiency.

### Public Outreach

The department continued to expand its public outreach efforts in 2005. The biannual newsletter and the annual Consumer Confidence Report kept the public informed about water quality issues, local opportunities, and Water Department changes. Outreach efforts with local schools included classroom presentations to the 4th graders about the hydrologic cycle, aquatic ecology and earth-as-a-filter activities with the 5th graders at East Boston Camp; World Monitoring Day activities at East Boston Camps with Girl Scout Troop 1111; and various visits to assist with water and science education at the Abbot School's Living Lab. An open house was held during National Drinking Water Week and the drought-tolerant garden was spruced up with assistance from the Middlesex County Sheriff's Office Community Work Program.

The Water Department was also successful in some new efforts to lead us into the future. Elaine Major, the Environmental Compliance Manager, received funding from the University of Massachusetts Lowell's Toxics Use Reduction Institute to build pesticide awareness and related outreach education for Westford and five neighboring towns. A website was established for the project at [www.healthylawnsforhealthyfamilies.com](http://www.healthylawnsforhealthyfamilies.com) to provide residents with up-to-date information about local learning opportunities, pesticides, and organic lawn care. The project provided many opportunities for local residents to attend organic lawn care workshops and hear speakers talk about the human health risks from pesticides and alternative methods they can use to reduce their risks. Funding has been continued for 2006 and the project expanded to include nine neighboring towns. A pesticide policy committee has been established to develop a policy regarding pesticide use on town-owned land to further protect water resources and human health for Westford residents.



### Rate Information

The interest-free loan that the Water Department received from the state revolving fund for construction of the two water treatment plants is being paid back over a 20-year period. Loan payments total approximately \$700,000/year and the annual cost to operate the two facilities is



about \$400,000. With operational costs now stabilized for the new treatment facilities and several new projects slated for the future, a rate increase became effective September 1, 2005.

### At-A-Glance

Million Gallons Pumped	2002	2003	2004	2005
January	34.86	35.24	45.57	36.909
February	30.5	33.17	38.83	31.49
March	35.75	37.32	38.49	35.816
April	40.5	36.24	43.77	38.987
May	86.97	64.44	55.56	46.701
June	73.51	46.29	70.14	67.148
July	74.7	81.42	74.33	77.295
August	75.8	63.69	73.93	76.696
September	67.95	68.91	61.87	64.225
October	49.58	50.76	51.94	44.404
November	35.24	45.48	40.81	36.238
December	34.82	49.41	40.19	38.121
Total	608.8	612.4	635.43	594.031

Total Storage Capacity = 4.85 million gallons

Number of:

Fire Hydrants	888
Hydrants Installed	8
Accounts	5226
New Services	28
New Gates	22
Miles Water Main	123.7
Miles New Mains	0.7
Water Main Breaks	2
Service Renewals	29
Service Leaks	21

# ZONING BOARD OF APPEALS

The Zoning Board of Appeals (ZBA) is a quasi-judicial body chartered under Massachusetts’ Zoning Act (Chapter 40A and 40B) and Westford’s Zoning Bylaw. Membership consists of five regular members and three alternates, appointed by the Board of Selectmen. The Board was expanded in 2005 by adding a third alternate member, to help ensure that a voting quorum would be present in case of member absences. The ZBA plays a role in regulating land use and development in the town by hearing applications for variances from the Zoning Bylaw, Special Permits for activities that are allowed but that require heightened review under the Town’s zoning, appeals of decisions of the Building Commissioner, and Comprehensive Permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

- Roger D. Hall  
Chair  
David Earl  
Jay Enis  
Sam Frank  
Robert Herrmann

Associate Members  
Mark Conlon  
Ronald H. Johnson  
H. James Kazeniac

Twenty-four Zoning Board petitions were heard in 2005, some of which included more than one requested action. The following table summarizes the disposition of these applications:

	Filed	Granted	Denied	Withdrawn	Continued to 2006
Dimensional Variance	21	19	0	0	2
Use Variance	4	3	1	0	0
Special Permit	10	7	0	1	2
Administrative Appeal	0	0	0	0	0
Comprehensive Permit	5	2	0	0	3
<b>Total</b>	<b>40</b>	<b>31</b>	<b>1</b>	<b>1</b>	<b>7</b>

The majority of dimensional variances were for porches extending into the setback areas of single-family homes, or for the reconstruction or enlargement of existing homes on undersized lots. Such variances are granted when there is minimal impact on abutters.

Westford’s Zoning Bylaw is unusual in that it allows the ZBA to issue use variances, rather than just dimensional variances. Of the three use variances granted in 2005, two were for the redevelopment of the Wyman’s Beach camp into a seasonal cottage community rather than a conventional residential subdivision, and one allowed the development of affordable senior housing by the Westford Housing Authority.

Under the Comprehensive Permit Law (Chapter 40B), the Zoning Board is authorized to waive local regulations, including zoning, for residential projects that consist of at least 25% affordable housing. In towns like Westford that do not meet the State’s mandated percentage of subsidized housing, applicants whose comprehensive permits are denied can appeal the decision to the state’s Affordable Housing Commission, which typically rules for the applicant in all but the most egregious projects. Comprehensive Permit applications were filed for the Hawk Ridge, Southgate, Concord Place, Woodlands at Laurel Hill, and Tadmuck Meadows projects. By approving the Woodlands and Concord Place applications, the Town was able to add 88 units of affordable housing to our inventory, and gain a one-year reprieve from Comprehensive Permit

appeals. The Hawk Ridge proponent has opted to refile the project with the Planning Board, using the town's Flexible Development bylaw.

Recent Comprehensive Permit projects are shown on the following table.

	Total Units	Affordable Units	Acres	Unit Density (units/acre)	Location
Concord Place (Approved)	16	4	2.9	5.5	137 Concord Rd
Woodlands at Laurel Hill (Approved)	84	84	17.6	4.8	Durkee Lane
Hawk Ridge (Pending)	29	8	10.9	2.7	Makepeace Rd
Tadmuck Meadows (Pending)	41	11	23.8	1.7	Tadmuck Rd
Southgate Condominiums (Pending)	42	11	33.9	1.2	South Chelmsford Rd.

To ensure that future mixed income projects are designed in a manner that is consistent with Westford's vision for its development, the Zoning Board adopted *Chapter 40B Development Guidelines for the Town of Westford, MA* at its December 2005 meeting. This document provides applicants and board members with a set of design standards and principles to guide the production of affordable housing.

## INDEX

Affordable Housing Committee.....	63
Animal Control Department .....	65
Appointed Boards and Committees .....	3
Assessors, Board of.....	66
Building Department.....	68
Cemetery Commission.....	69
Citizen Activity Form.....	vii
Communications Advisory Committee .....	71
Community Preservation Committee.....	73
Conservation Commission.....	77
Council on Aging.....	82
Cultural Council.....	86
Deaths in 2005 .....	206
Directory of Town Departments.....	219
East Boston Camps Master Plan Committee .....	87
Elected Officials.....	1
Election Results: Town Election: May 3, 2005 .....	15
Emergency Management .....	89
Engineering.....	90
Finance Committee .....	91
Finance Department.....	93
Fire Department .....	112
GIS Department .....	118
General Meeting times for Boards & Committees .....	14
Health, Board of.....	119
Environmental Services .....	122
Health Care Services.....	120
Animal Health Inspector.....	124
Highway Department.....	125
Highway Garage Building Committee.....	128
Historical Commission .....	131
Housing Authority .....	134
Library, J.V. Fletcher	
Library Director .....	136
Library Trustees.....	140
Mosquito Control Project, Central Massachusetts.....	143
Nashoba Valley Technical High School.....	165
Northern Middlesex Council of Governments.....	146
Parkerville Schoolhouse Committee.....	148
Parks and Recreation.....	149
Permanent School Building Committee.....	151
Permanent Town Building Committee .....	152
Planning Board.....	153

Police Department.....	156
Public Schools.....	167
Abbot & Nabnasset Schools .....	176
Blanchard Middle School .....	190
Crisafulli School .....	180
Day School.....	182
Facilities & Operations .....	175
Health Services .....	173
Miller School .....	184
Robinson School .....	187
Special Education.....	170
Stony Brook School .....	192
Superintendent's Report.....	167
Westford Academy .....	196
Records and Archives Management Committee.....	160
Recycling Commission .....	161
Roudenbush Community Center.....	163
Selectmen, Board of.....	59
Senior Center Needs Committee.....	202
Tax Collector .....	111
Town Clerk .....	203
Town Manager.....	61
Town Meeting, Annual: May 7, 2005.....	20
Town Meeting, Special	
February 7, 2005 .....	18
October 17, 2005 .....	48
Tree Warden.....	210
Veterans Services.....	211
Water Department.....	212
Westford at a Glance.....	(inside back cover)
Zoning Board of Appeals.....	215

## DIRECTORY OF TOWN DEPARTMENTS

(Also see the Blue Pages of the Westford Directory)

Department	Address	Office Hours	Main Phone
Assessors Office	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5504
Animal Control Officer		Leave message or call Police Dispatch	978-692-4574 978-692-2161
Building Department	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5527
Cameron Senior Center	20 Pleasant St	M-F, 8am-4pm	978-692-5523
Cemetery Department	Tadmuck Rd	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5524
Finance Director/Treasurer	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main St	M-F, 8am-4pm	978-692-5542
GIS Department	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5527
Health, Board of	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5509
Highway Department	Beacon St	M-F, 7am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Rd	M-F, 8:30am-1:30pm	978-692-6011
Human Resources Department	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5501
Information Technology Department	2 East Prescott St	M-F, 8am-4pm	978-399-2420
J.V. Fletcher Library	50 Main St	M 1pm-9pm T-Th 10am-9pm F 1pm-5pm Sat 10am-5pm (Labor Day to June)	978-692-5555
Museum hours	4 Boston Rd	Sun 2pm-4pm	978-692-5550
Office hours		M,W,F 9am-1pm	
Parking Clerk	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5515
Parks & Recreation Department	Broadway St	M-F, 8am-4pm	978-692-5532
Planning Board	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5524
Police Department	53 Main St	M-F, 8am-4pm (dispatch 24hrs/day)	978-692-2161
Roudenbush Community Center	65 Main St	M-F, 8:30am-9pm	978-692-5511



Schools

Abbot Elementary School (gr. 3-5)	25 Depot St	M-F, 8:25am-2:30pm	978-692-5580
Blanchard Middle School (gr. 6-8)	14 West St	M-F, 7:35am-1:55pm	978-692-5582
Crisafulli Elementary School (gr. 3-5)	13 Robinson Rd.	M-F, 8:25am-2:30pm	978-392-4483
Millennium School (pre-k)	25 Depot St	M-F, 9am-3pm	978-692-5560
Miller Elementary School (gr. k-2)	1 Mitchell Way	M-F, 9:05am-3:10pm	978-392-4476
Norman E. Day Elementary School (gr. 3-5)	75 E. Prescott St	M-F, 8:25am-2:30pm	978-692-5591
Nabnasset Elementary School (gr. K-2)	99 Plain Rd	M-F, 9:05am-3:10pm	978-692-5583
Nashoba Valley Technical High School (gr. 9-12)	100 Littleton Rd	M-F, 7:30am-3:30pm	978-692-4711
Robinson Elementary School (gr. K-2)	60 Concord Rd	M-F, 9:05am-3:10pm	978-692-5586
Stony Brook Middle School (gr. 6-8)	7 Farmer Way	M-F, 7:35am-1:55pm	978-692-2708
Westford Academy (gr. 9-12)	30 Patten Rd	M-F, 7:35am-1:55pm	978-692-5570
School Administration (Central Office)			
Superintendent	23 Depot St	M-F, 8am-4pm	978-692-5560
Bookkeeping	23 Depot St	M-F, 8am-4pm	978-692-5560
Business Office	23 Depot St	M-F, 8am-4pm	978-692-5560
Special Ed. Dept.	23 Depot St	M-F, 8am-4pm	978-692-5560
Tax Collector	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5506
Town Accountant	Town Hall, 55 Main St	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5500
Treasurer	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Hall, 55 Main St	Leave message with Town Manager's Office	978-692-5501
Veterans Services	20 Pleasant St	Call for appointment	978-392-1170
Water Department	60 Forge Village Rd	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall, 55 Main St	M-F, 8am-4pm	978-692-5527





## AT A GLANCE

Incorporated	September 23, 1729
Population (2005 census returns)	20,904
Miles of Road	175 miles
Total Area	30.2 square miles
FY06 Tax Rates	
Residential & Personal Property	\$12.92 per thousand
Commercial & Industrial Property	\$13.10 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	<u><a href="http://www.westford-ma.gov">www.westford-ma.gov</a></u>

